



# FIVE BLATANT LIES

## ABOUT APPLICATION SERVERS.

SYBASE e-BUSINESS SOFTWARE. BECAUSE EVERYTHING

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Let's start with a little unvarnished truth: We are here to advocate your acceptance of the Sybase Enterprise Application Server 4.0 (affectionately known as EA Server) as the singular de facto standard for your enterprise. This is, after all, our own advertisement.

That said, we promise to tell the truth. We won't distort any of the facts. We will, however, challenge some common misrepresentations and distortions.

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Pure delusion. True, an app server can be thought of as the integration engine driving your e-Business.

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## POOF! YOU'RE A MANAGER

Grizzled IT managers will tell you that there aren't any books out there that can tell you how to do your job. But there are steps that newbie supervisors can take to foster employee career growth, run successful projects and communicate effectively with business peers. **PAGE 24**



## HANDS ON

In "The Traveler's Kit Bag, Part 2," Computerworld's reviews editor looks at a few bags and offers some suggestions for making it easier to travel with a computer. **PAGE 46**

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# ONLINE

## IBM'S LINUX PUSH

What do you think about IBM's push into Linux? Post your opinions and read what others have to say in our online forum.

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[www.computerworld.com/q?k1500](http://www.computerworld.com/q?k1500)

## CAN YOUR WEB SITE HOLD UP?

The holiday shopping season is right around the corner. Leslie Gaillard at San Mateo, Calif.-based Keynote Systems Inc. outlines how to load-test a Web site.  
[www.computerworld.com/ecommerce](http://www.computerworld.com/ecommerce)

## TERRORISM OR HOOLIGANISM?

A lot of what is being cast as cyberterrorism is really just cyberhooliganism. Readers Bruce Schneier and Elizabeth Zwicky point out what real terrorism will look like and what you might want to consider to prepare for it.  
[www.computerworld.com/security](http://www.computerworld.com/security)

## AT DEADLINE

### IBM Upgrades Voice Recognition Software

IBM announced new versions of its voice recognition software, including an upgraded WebSphere Voice Server that adds new speech synthesis technology and a tool kit for use in developing voice-based applications tied to corporate databases. IBM also said its telephone-based interactive voice response system has been beefed up to handle higher call volumes.

### Groove Shifts Away From P2P Roots

Beverly, Mass.-based Groove Networks Inc. this week plans to announce three server-based software tools that will allow centralized control over its collaboration technology. The products modify Groove's original peer-to-peer computing approach, which lets users store data on their PC hard drives with little reliance on centralized servers.

### Lockheed Martin Buys IT Services Firm

Lockheed Martin Corp.'s Technology Services unit signed a deal to acquire OAO Corp., a Greenbelt, Md.-based company that provides IT services to the federal government. Bethesda, Md.-based Lockheed Martin said it plans to combine OAO with an IT support services operation that's part of the Technology Services unit.

### Short Takes

Stockholm-based telecommunications equipment maker LM ERICSSON TELEPHONE CO. reported a \$378 million third-quarter loss and said its chairman plans to step down in March. . . . MICROSOFT CORP. said it would fix a technical glitch that blocked some Web browsers developed by rival software vendors from accessing a revamped version of its MSN.com portal that was launched last week.

# .Net Consumer Plan Could Draw Enterprises

**Corporate users can test a preview tool kit to build links to Web services**

BY CAROL SLIWA  
LOS ANGELES

**M**ICROSOFT may be targeting its .Net My Services at consumers, but corporate IT departments may benefit from the new initiative.

Microsoft Corp. last week unveiled an early version of a software tool kit that can be used to build links to the wide range of Web-based services — such as authentication and alert notifications of critical, time-sensitive information — that it plans to make available during the coming year.

Ned Wolf, a software architect at Eastman Kodak Co. in Rochester, N.Y., said the concept of Web services is interesting for companies like his that may want to offer customers a Web-based locator without having to build the service themselves.

Microsoft's free user-authentication service, called Passport, can ease some of the development burden. "Any authentication I don't build, I don't have to worry about people hacking," Wolf said.

Formerly known by the code name HailStorm, .Net My Services gives users the ability to store a wide range of information, such as a personal profile, contacts, a calendar, an electronic wallet, their physical location and their favorite Web sites. Users can grant individuals or companies permission to access their information in order to ease or customize their Web experience.

For instance, users could let their friends access their personal calendars through the .Net Calendar service to schedule events or meetings.

They could also make purchases over the Internet without having to continually enter their credit card information if electronic retailers link to Microsoft's service that stores that data on users' behalf.

Privacy advocates have decried Microsoft's level of control over personal information. But Microsoft Group Vice President Bob Muglia last week insisted in a keynote address at Microsoft's Professional Developers Conference that the vendor won't rent, sell or market the data, which he claims users will control.

David Smith, an analyst at Stamford, Conn.-based Gartner Inc., predicted that .Net My Services will have limited use within corporations until Microsoft's business-to-business services, code-named Blizzard, are launched. But in the meantime, "businesses do need to care" about .Net My Services as a way to reach consumers, he said.

#### Based on XML, SOAP

Developers can use the preview version of the .Net My Services software development kit to link to interfaces of Microsoft .Net services through standard protocols and formats such as HTTP, XML and Simple Object Access Protocol.

There are no charges or usage fees for the software development kit. But there will be fees for developers, starting at \$1,000 annually and \$250 per application for entry-level access to Microsoft's test facility, Muglia said.

Muglia assured developers that Microsoft would make it "very inexpensive" for them. "Developers aren't going to bear the cost," he said. "Devel-

oper costs will really be associated with certifying their applications to run in this environment."

One of the crucial pieces of Microsoft's .Net My Services is the process of uniquely and securely identifying, or authenticating, users. In theory, users could sign on just once to gain access to all sites across the entire Internet if their site operators tie into authentication services such as Microsoft's Passport.

Although Microsoft is promoting Passport, Muglia noted that he expects other authentication providers to spring up. He said corporations may elect to host their own authenti-

cation systems and establish a trust relationship with Microsoft's Passport system through Kerberos security standards. The connection could be made in a federated fashion, in much the same way that banks now link automated teller machine networks, to create an Internet trust network, Muglia said.

"We see the need for a completely decentralized system where no one company is in control of the user accounts and passwords," he added.

#### Directory Links

Muglia said Microsoft's new server operating system, Windows .Net Server, which is due out in the first half of next year, will enable Passport federation through Active Directory, which makes use of Kerberos security.

That would pave the way for corporations to host .Net My Services for their employees and manage their own data policies, Muglia said. He added that he can also envision business-to-business uses for Web services.

But Rob Enderle, an analyst at Cambridge, Mass.-based Giga Information Group Inc., said Microsoft may have trouble convincing IT managers to establish a trust relationship with the Passport authentication service, particularly since "Microsoft has itself been hacked into so visibly and often."

"Microsoft is going to own the [Passport] repository, and it's going to be one of the large targets on the Net," Enderle said. "Hackers know it exists, and they're going to try to break into it."

Enderle said a trust relationship means that one site has a gateway into another one. "Often, when security has been breached even on the most secure sites, it's been through a trust relationship," he said. ▀

## .Net My Services Business Model

*Microsoft will make money from its .Net My Services in the following ways:*

#### FROM DEVELOPERS

■ **Entry:** \$1,000 annual charge, plus \$250 per application.

■ **Standard:** \$10,000 annual charge, plus \$1,500 per application.

■ **Commercial:** Cost based on service-level agreement and support required from Microsoft.

#### FROM END USERS

■ Charge for applications they deem valuable.

■ Subscription fee for deeper set of services offered through MSN, Office or other mechanisms.

■ Charges for storage and usage relating to services such as Calendar, Inbox and Documents.

# Developers Are Cost-Cautious With Microsoft Web Services

Users reluctant to adopt new methodology in economic slowdown

BY LEE COPELAND  
LOS ANGELES

Corporate and professional programmers who attended Microsoft Corp.'s Professional Developers Conference here last week said they're planning to take a gradual, cost-conscious approach to adopting XML-based Web services, hoping that the development method will aid in integrating disparate back-end systems.

While vendors such as Microsoft and Sun Microsystems Inc. have crafted a slew of tools, platforms and product support for evolving Web service standards such as XML and Simple Object Access Protocol, real-world implementations may reflect an à la carte approach aimed at keeping costs low.

"For the slice that we need out of Microsoft, it's more cost-effective to build our own stuff," said Robin Ramsey, chief architect at ConceroGroup, an online insurance broker in Lake Oswego, Ore.

For instance, ConceroGroup plans to update its applications with Web services to automate insurance-quote delivery and receipt. But instead of using a full slate of Microsoft technologies to help develop services for its customers, the company built its own XML translation engine to reduce costs.

"The grand vision is a bridge too far for a lot of our clients," Ramsey said. "The new economy says [that] before anything else, you must be cost-effective."

"Microsoft is providing the functionality for Web services, but they are also trying to protect their own resources," said Pete Lindstrom, an analyst at Hurwitz Group Inc. in Framingham, Mass. "Right off the bat, companies are looking at disparate systems that pass data back and forth and trying to Web service-ize that."

Microsoft Chairman Bill Gates kicked off the confer-

ence by beating the drum for his company's XML-based Web services. "The XML-type applications will replace the old applications, and they will find a new area where software was not used before," Gates told attendees. He also laid out a product road map that includes Visual Studio .Net tools, which are due to ship by year's end (see chart).

## Economic Factors

To get to .Net, Microsoft customers will have to migrate to Visual Studio .Net tools such as C#, Visual J# or Visual Basic .Net and shift to the new Net operating system.

The problem is, many firms

are reluctant to implement a new programming methodology in tough economic times.

"Microsoft has a conversion utility, but it's going to be a lot of work to migrate our applications," said Jeff Taylor, a systems architect at Monetaire Inc., a New York-based wealth management firm. "We have less work with our clients right now, and this is a big R&D expenditure, which we'd prefer to cut. All the core components seem a lot different, and it will take at least a year to get our developers on the same page and trained."

Taylor said Monetaire plans to migrate its Visual Basic 6.0 application to Microsoft's C#

to support Web services once the tools are available.

For conference attendees like Paul Houdashell, a programmer analyst at Choice Homes, the shift to Web services is crucial to curbing escalating integration costs.

The Arlington, Texas-based

construction firm started developing Web services two years ago with older Microsoft languages and technologies in order to swap data with its partners and customers, Houdashell said. But it's still evaluating whether it needs to shift to the .Net platform to improve those services, he said.

"We're here to see if .Net is something we should move to in the future," Houdashell said. ▀

## The .Net Road Map

*Highlights of the .Net product road map that Microsoft laid out last week include the following:*

| PRODUCT  | AVAILABILITY  |
|--|---------------|
| Visual Studio .Net<br>(Developer tools such as C# and Visual J#) | By year's end |
| Windows .Net Server  | 2002          |
| SQL XML 2.0  | Available now |
| MS XML 4.0 tool kit  | Available now |
| SOAP 2.0 tool kit  | Available now |

# Media Retailer Turns to Web Services, Windows XP

*Emerging Microsoft technologies will help firm develop enhanced customer services*

BY CAROL SLIWA

Many corporate IT professionals are checking out the technology behind Web services, but they're often left searching for a business benefit to propel them to take the plunge.

Trans World Entertainment Corp. was among the companies that had no interest in technology for technology's sake. The Albany, N.Y.-based music and video retailer wanted to establish a single, solid brand and consistent customer experience for its online site and 700 of its brick-and-mortar stores, which include the Strawberries, Coconuts and Record Town chains, said Steven Skiba, the company's chief technology officer.

Before year's end, FYE plans to launch a "smart application" that will allow customers to catalog their music collections, share listings with friends, create wish lists, listen to music samples and view movie trailers. Customers will be able to

access the application from their PCs at home and from any of the 25,000 listening and viewing stations and 1,000 kiosks that will be rolled out next year to FYE retail stores.

Delivered via CD or download, the smart application runs on Windows XP, uses Windows media technologies, integrates Microsoft's instant messaging client and relies on the vendor's Passport system to authenticate users. Data will be sent via XML through the Simple Object Access Protocol.

Customers who opt for a loyalty card, called a Backstage Pass, can get a more personalized experience through links to their history and preferences. An FYE tab on Microsoft's Messenger will let users get recommendations or view top sellers and new releases.

## Calculated Risk

Skiba said he didn't worry about taking a risk on nascent technology, "because Microsoft was making such a big investment in it" and his own company was careful in its design work, proof of concept and investment analysis.

"There were a lot of ways to

implement this," Skiba said. "We had to continually test ourselves on the best."

To get this far, Trans World has been laying the groundwork for more than a year. It had to wait for disk storage space to hit a per-gigabyte price that made the content-distribution system affordable, Skiba said. The company also needed a broadband network to deliver audio and video from servers at its home office to in-store kiosks, since the public Internet couldn't be trusted to provide a consistent experience, Skiba said.

Trans World also had to find listening/viewing station hardware with enough processing power to handle rich media content and sufficient staying power to last five years. And it needed a media-rich operating system for PCs and touch-screen-enabled kiosks.

"It is a convergence of all these technologies that makes it work at this point in time," Skiba said. ▀

**Quick Link** For more Windows XP coverage, visit our Operating Systems Knowledge Center:  
[www.computerworld.com/q?k1500](http://www.computerworld.com/q?k1500)

# TWA to Shed IT Staff

**American takeover,  
Sept. 11 fallout  
prompt IT layoffs**

BY JENNIFER DISABATINO

**T**WA AIRLINES LLC is laying off most of its IT staff as a result of the takeover by American Airlines Inc. and the fallout in the travel industry after Sept. 11.

The layoffs come while TWA is switching its reservations system from Worldspan LP in Atlanta to Sabre Holdings Corp. in Fort Worth, Texas. TWA and American are also readying their systems to perform security checks of passengers in their reservation systems against databases from local, state, federal and international agencies of suspected terrorists.

"Eventually, all [TWA] non-contract [IT] management employees will be laid off," said American spokeswoman Julia Bishop-Cross. While she declined to specify how many of those employees there are, she did say that in the past few weeks, 200 people have been laid off. TWA agreed to be bought out by Fort Worth-based American in January. Last month, American announced that it would lay off 3,000 TWA employees and 20,000 workers companywide.

"The majority of IT people being let go now are in training, recruiting and processing purchase orders," Bishop-Cross said. "I can just assure you, no one is being laid off who would affect the cutover to Sabre." That cutover is expected to be completed Dec. 2.

There does appear to be some uncertainty in the IT ranks, however.

"Everyone here is looking at it," said one programmer at St. Louis, Mo.-based TWA, who asked to remain anonymous for fear of jeopardizing the severance pay. The programmer said that initially, Ameri-

can told TWA employees that it didn't plan to cut IT jobs.

But with the drastic slowdown in the travel industry since the Sept. 11 terrorist attacks, "our jobs were the first jobs American Airlines targeted to get rid of ASAP," the programmer said. "Security is the last thing they want to spend money on. It doesn't generate revenue. There's a lot of talent going to the unemployment lines. I see this only getting worse with all the layoffs."

Some analysts, however, said the move was a natural result of the takeover and the terrorist attacks.

"Understand that this is an industry that has had its economic model totally decimated," said Henry Harteveldt, an analyst at Forrester Research Inc. in Cambridge, Mass. "It's obviously not a financially viable possibility right now" to keep all IT staff at TWA. "I'm sure that assurances were given a couple months ago, but we're living in a different world," he added.

The TWA layoffs won't likely affect the cutover either, according to Richard Eastman, president of The Eastman Group, an airline IT consulting firm in Newport Beach, Calif.

"Even though TWA is

switching to Sabre, that is not an overly complex transition," Eastman said. "And it can more than adequately be handled by the internal wherewithal that American Airlines has in place, given that American built and ran Sabre. It makes economic and strategic sense to keep the people at American and Sabre."

## Culture Shift

Pending changes in airline IT to improve security and to move to open systems, like the one Sabre is moving to over the next four years, are going to require some fundamental changes in the culture of the airline industry, Eastman said. "That won't be hindered or helped by the ongoing staffing of the TWA folks," he said.

Moving on to a new job where more current technology skills are used may be a bonus, since many of the TWA IT employees are programmers for the Transaction Processing Facility (TPF) code developed 40 years ago by IBM.

"A reality check kind of suggests that the TWA and American employees, they're going to require skills that the current people don't have," Eastman said, noting that the airlines are incrementally moving off the TPF and onto open systems.

"Open systems are clearly something that airlines are going to pursue," said Harteveldt. "American has always had a strong technology legacy, especially if it helps lower costs."

## Sabre CTO Says Mainframe Can Handle Security Checks

**Craig Murphy**, chief technology officer at Sabre Holdings Corp. in Fort Worth, Texas, spoke with Computerworld's Jennifer DiSabatino last week about the impact of new security measures on his company, which runs reservations systems for many airlines. Murphy also discussed the planned switch of Sabre's reservations databases from mainframes to Compaq Computer Corp.'s NonStop Himalaya servers.

**Q: In the wake of the Sept. 11 attacks, the U.S. Department of Transportation is recommending that airlines start performing such functions as flagging the names of suspected terrorists in their reservations systems. What kind of impact would that have on Sabre's mainframe-based systems?**

**A:** Obviously, we're working on stuff as a result of what has happened. For reasons of national and corporate security, we can't really go into it. It impacts our software, but it won't impact the responsiveness of our software in any unintended way. Compared with enumerating a few billion fares, it doesn't have complexity. There's certainly a positive incremental

load, but it's mostly negligible, in terms of its impact on the computer. It's certainly not negligible in terms of its effect on airline operations.

**Q: Could too many queries cause the system to seize up?**

**A:** There is a capacity limit to the Sabre core [system]. But when the actual demands on our system exceed its capacity, it doesn't seize. We have a long-standing operational process that will go into a prioritized, partial shutdown and continue to process at or near the capacity of the system in a way that's intended to be very fair. There are a certain number of users that will never be disconnected unless there is an unplanned outage, which is a very rare event. The airports are must-complete [users].

**Q: Will the move of the reservation databases to NonStop Himalaya servers help with these checks?**

**A:** Not immediately. It's another case where Himalaya technology will help in terms of quicker responsiveness through higher-level programming, more standards and better cost of ownership. But our Himalaya project



There's an underlying assumption here that our system is crippled. [It] is not crippled.

**CRAIG MURPHY, CTO,  
SABRE HOLDINGS CORP.**



is about shopping and pricing and fares. It's not about checking in at the airport. We're only doing shopping [on those systems]. Ticketing and check-in remains on the [mainframe].

There's an underlying assumption here that our system is crippled. Our system is not crippled. Our system is a very effective system. Let's speak to the limitations of [IBM's Transaction Processing Facility software]. It's a lower-level programming model. It's a

lower-level file system. That's not inherently limiting. It's an efficiency issue, not an effectiveness issue. . . . And we believe that what we have today is very effective, and the efficiency issue is really secondary to our business model.

We're replacing [Transaction Processing Facility] because we have both the open-system characteristics and the reliability, operability and scalability [features with the Himalaya servers]. We're doing it right where we need the reliability and the scalability. Assuming what we're working on works, we would consider [doing] it for the booking and fulfillment systems. But that's betting on the future.

**Q: Are you making other IT-related changes that could help track passengers?**

**A:** We're working to move [customer] profiles to open-systems technology. [A new customer relationship management] system is intended to replace activity-oriented access with customer-oriented access. The intention of our program is to link together all profiles, all bookings, all electronic tickets, loyalty programs, credit references — all kinds of stuff that's associated with a customer. To be clear, that's the intention. The first phase won't do all that.

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**BRIEFS****Sun Tying iPlanet App Server to Solaris**

**Sun Microsystems Inc.** disclosed plans to start bundling its iPlanet Application Server software with the Solaris operating system. A development version of the application server was included with a Solaris upgrade announced last week. Sun said the full iPlanet software is due to be integrated with the operating system next year.

**Compaq Expands Line Of Notebook PCs**

**Compaq Computer Corp.** added two new models to its EVA line of notebook PCs for business users, with prices starting at \$1,399. But Compaq said it has postponed shipment of a Pocket PC 2002 upgrade for its iPAQ handhelds until next week at the earliest, saying it needs to do more testing related to the new handheld operating system released this month by Microsoft Corp.

**Shell Picks BMC for Data Center Project**

**Royal Dutch/Shell Group of Companies** said it plans to use systems management software developed by Houston-based BMC Software Inc. to monitor three new data center hubs that are being set up in different parts of the world. Netherlands-based Shell didn't disclose the value of the deal, which follows a \$100 million hardware contract that was awarded to IBM in June.

**Short Takes**

**Redmond, Wash.-based AT&T WIRELESS SERVICES INC.** said its fixed wireless services business is being phased out after the unit failed to meet financial targets in the third quarter. . . . Tokyo-based FUJITSU INC. reported a \$1.5 billion loss for the first half of its fiscal year and said it plans to cut an additional 4,600 workers because of lower-than-expected sales.

# States Look to Have Say in Microsoft Case

*Their new lawyer could take case beyond any Bush administration remedy plan*

BY PATRICK THIBODEAU  
WASHINGTON

**I**N THE SUREST SIGN yet that Microsoft Corp.'s antitrust opponents are split on a remedy against the company, the 18 states involved in the case picked a high-powered attorney last week to represent them, a move that came just one week before this Friday's court-ordered settlement deadline. By hiring their own attorney, the states in effect are telling the Bush administration that they're prepared to challenge any remedy agreement that doesn't have their backing.

Representing the states in

the next phase of the case is Brendan Sullivan, a prominent Washington attorney with a reputation as a tenacious litigator. Sullivan defended Oliver North in the Iran-contra trial. "If [the states] want to hire somebody that visible, it must mean they want to drive a hard bargain or they want to pursue their own litigation down the road," said Robert Litan, a former deputy assistant attorney general in the U.S. Department of Justice's (DOJ) antitrust division. The decision means the states are "in for the long haul," said Litan, who now works at The Brookings Institution in Washington.

**AT A GLANCE**  
**Breakaway**

*The 18 states involved in the Microsoft antitrust case have parted ways with the DOJ:*

**The problem:** The Bush administration's decision not to seek a breakup of Microsoft has the states worried that federal officials want to settle on terms that would be unacceptable to them.

**The solution:** The states have hired a top litigator and say they will fight it out on their own if they have to. The move puts pressure on the Bush administration to respect their views.

When the DOJ last month dropped plans to seek Microsoft's breakup, it fueled suspicion that the Bush administration wasn't interested in a tough settlement. Indeed, the attorneys general of New York

and California warned DOJ officials of the need for a "forward-looking" remedy — one that would possibly address Windows XP and future operating systems.

If a settlement isn't reached by Friday — and there are no signs that one is possible by then — the government will have just over a month to produce a remedy recommendation to U.S. District Court Judge Colleen Kollar-Kotelly.

"If anything, this may make it more difficult for the parties to reach some middle ground," said Hillard Sterling, an antitrust attorney at Gordon & Glickson PC in Chicago.

But Ed Black, CEO of the Washington-based Computer & Communications Industry Association, said he sees it as a hopeful sign that the states want "an effective remedy."

In a related development, plans by the U.S. Senate Judiciary Committee to hold a series of hearings on competitive issues related to the Internet and Windows XP were postponed but not abandoned. ▶

# Oracle Gives Users More Time on Aging Applications

*Extension falls short of two-year request*

BY MARC L. SONGINI

Responding to a request from more than 50 users, Oracle Corp. last week extended technical support of a widely installed business application release for the second time in five months. But the new extension doesn't go as far as the users hoped it would.

Oracle said it will continue to support its legacy Release 10.7 application suite until mid-2003 — six months later than the previous end-of-2002 cutoff date, which was set in June. The software vendor initially wanted to stop supporting Release 10.7 last December, but it has announced a series of

extensions since late 1999, after users complained that they weren't ready to upgrade to newer application releases.

Jeremy Young, president of the independent Oracle Applications Users Group (OAUG) in Atlanta, said the latest extension "is a very obvious step in the right direction in terms of working with us and dealing with OAUG concerns."

But Oracle officials "can always do more in terms of listening to the user concerns that the OAUG is putting forward for them," added Young, who is a finance business process manager at Brussels-based DHL Worldwide Network NV.

In fact, the six-month extension is much shorter than the two years of additional support requested by a group of Release 10.7 users in a petition submitted

to Oracle three months ago by the OAUG's Customer Support Council.

The users said then that they wanted to put off the cost of upgrading to Oracle's E-Business Suite 11i applications. Migrating to the Web-based 11i software is a big undertaking for the many companies that currently use Release 10.7 in green-screen terminal-emulation mode.

Last week's extension is "a goodwill gesture between ourselves and our users," according to Mark Jarvis, chief marketing officer at Oracle. Jarvis said he believes that six more months of support should be adequate for users who have been delaying upgrades to 11i.

But it would have been "ideal" to at least get until the end of 2003 to complete 11i upgrades, said John Holdeman, plant IT manager at Borg-Warner Cooling Systems in Marshall, Mich. The Chicago-

based BorgWarner Inc. unit, which makes engine-cooling devices, runs Release 10.7 now and doesn't expect to launch an 11i project until next fall, according to Holdeman.

This may not be the last time users ask for more breathing room from Oracle, though. Given the changes in the business climate following the Sept. 11 terrorist attacks, Holdeman said he "wouldn't be surprised if we saw another round of pressure" put on the company for a further Release 10.7 support extension.

"With the current economic uncertainty, staying put is a good strategy for a lot of customers," said Joshua Greenbaum, an analyst at Enterprise Applications Consulting in Daly City, Calif. ▶



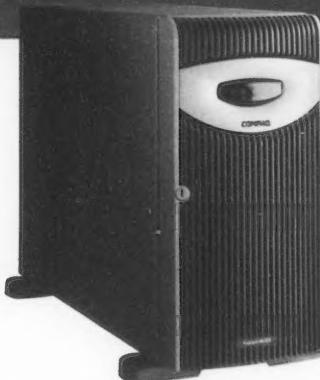
**OAUG'S YOUNG:** The extension is a step in the right direction for Oracle.

Oracle and the OAUG have yet to agree on plans for a joint user conference:

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# Telecoms Push to Revive Hosted Data Storage Model

*Users see potential benefits for data backup applications*

BY LUCAS MEARIAN

**S**EVERAL telecommunications giants are trying to revive the hosted storage service provider (SSP) business model that largely failed last year along with the dot-coms that constituted its biggest users. BellSouth Corp., AT&T Corp. and Qwest Communications International Inc. have either already started or plan to soon begin to host customers' data storage as part of bundled offerings.

Some IT managers and industry analysts said the telecommunications firms are more likely to find success in selling data storage as a utility than the start-up SSPs that once fostered the approach. They cited the companies' large, loyal customer bases and existing technology infrastructures.

The potential advantage for IT managers would be cheap, quick storage for backup and disaster recovery.

"SSPs never had the economies of scale down to where they could offer low prices. The advantage is that [the telecoms] can do this in hopefully high volume and offer the service at a fairly low price," said Doug Chandler, an analyst at research firm IDC in Framingham, Mass. "If there's one thing telcos know, it's offering services as a utility. And because of that, they can use the same pricing model."

But many users are wary about placing the security of their information in a third party's hands — telecommunications firm or otherwise.

"We generally like to control our own domain," said Steve Randich, CIO at Nasdaq Stock Market Inc. in Washington. "All things being equal, third

parties will lose to hosting it in-house."

Alex Gurvich, an assistant vice president in the technology group at GE Equity Inc. in Stamford, Conn., said telecommunications firms are a natural for hosting storage but will only find success in performing backups rather than in safely keeping mission-critical data.

"Primary storage people still are not comfortable with that," Gurvich said. "On the backup side, however, it's, 'Holy smokes, someone take my pain away!'"

BellSouth announced earlier this month that it will leverage

its more than 3.6 million miles of fiber-optic cable and two enormous data centers in adding three lines of business: voice-enabled applications, Gigabit Ethernet connectivity and managed data storage.

## Deals in the Works

Atlanta-based BellSouth said that it's initially partnering with two companies: Waltham, Mass.-based SSP StorageNetworks Inc. and voice platform and software vendor BeVocal Inc. in Sunnyvale, Calif.

BellSouth's move follows a similar one by AT&T.

In August, AT&T entered a

partnership with Hopkinton, Mass.-based EMC Corp. to provide what it calls Ultravaluable Data Storage, which allows companies to start with as little as 100GB of managed storage and increase it as needed in 50GB increments. The service can also be customized for large data-centric enterprises such as banks, financial services firms and government agencies.

StorageInc., meanwhile, this month announced a package of software, training and services that lets telecommunications firms and other companies deliver storage services to their customers. The Southborough, Mass.-based SSP said it also expects to announce a deal with Denver-based Qwest,

which will use its software to offer storage over its 115,000-mile-long broadband Internet communications network.

Donna Lee, chief marketing officer at BellSouth, said that in her company's initial launch, service-level agreements (SLA) would basically mirror what's currently offered with broadband network service and tie into storage availability and backup times.

But for some users, SLAs are no assurance that telecommunications firms can deliver the goods they promise.

"It's similar in any way to how my [Digital Subscriber Lines] got configured, I don't think so," said Rick Bauer, a technology adviser to public schools nationwide and CIO at The Hill School in Pottstown, Pa. "That was a five-month process."



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# Users Struggle to Improve IT Security, Add Storage Technology With Less Money

*Funding was cut for new purchases, say conference attendees*

BY LUCAS MEARIAN  
ORLANDO

In the aftermath of last month's terrorist attacks, IT managers at Computerworld's Storage Networking World conference here said they're struggling to fit additional security and storage technologies into ever-shrinking IT budgets.

As part of their efforts to do more with less, participants in a conference panel discussion said they would be willing to outsource some of their security activities in light of the tight economy. Still, they urged attendees to scrutinize service-level agreements with third-party providers to ensure that

their companies actually get what's being sold to them.

"You have to look at the depth of their staff and get a commitment that the team you're being presented with is the team that's going to support you," said Brian Cobb, director of systems engineering at Reston, Va.-based Sallie Mae Inc.

However, the ability to purchase even the most basic tools has become difficult with the extreme belt-tightening occurring in IT shops.

Rowland Ellison, a senior technical specialist at one of Memphis-based FedEx Corp.'s data centers, patrolled the conference exhibit floor seeking the latest storage technologies — even though he knew he couldn't buy them. Ellison said his executive management has told him that to avoid further layoffs, he must make use of

the company's existing IT infrastructure.

Diane McPadden, a systems administrator at Harris Corp.

## Storage Wish List

*IT managers want storage technology vendors to provide the following things:*

► **Seamless interoperability** between storage devices and software (such as JBOD, RAID, mainframes, servers and CRM/ERP apps)

► **Storage software** that maps networks down to the disk

► **Storage management software** that tracks storage use for chargebacks to business departments and automates systems for load balancing

► **Storage virtualization software** that pools storage from various disk arrays

in Melbourne, Fla., said she had been planning to put together a Fibre Channel storage-area network but is now being forced to delegate half of her company's storage needs to less-expensive network-attached storage. "We're hurting for disk space and management tools," she said.

The lack of robust storage management tools on the market was a common cry among the roughly 1,400 conference attendees. Many IT managers said that rather than tools that merely allow them to monitor networks, they need software that will let them allocate storage and automatically balance workloads among systems.

McPadden said that if she were able to track storage use, she could make chargebacks to various departments at her company.

"Vendors have come a long way, but they still have a ways to go," she said.



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# Anthrax Prompts Shift In Feds' E-Mail Policy

*But so far, companies aren't following suit*

BY JENNIFER DISABATINO

**D**ESPITE A PLAGUE of anthrax in the U.S. postal system and a shift in favor of e-mail in government communications policies, many companies don't plan to mandate the use of e-mail over paper mail in order to mitigate terrorist attacks through the post office.

William Kesar, a spokesman for USX Corp. in Pittsburgh, said his company has no plans to move to e-mail.

"But if we did, our IT people told us that we have the capacity and storage space to handle a 30% increase," he said.

However, companies doing business with the government

are preparing for a policy shift. "We have seen a tremendous increase in terms of the interest we are getting here," said Krish Krishnan, CEO of NetCompliance Inc. in Washington. NetCompliance manufactures software to help companies comply with governmental guidelines on filing documents electronically.

An advisory from the U.S. Department of Transportation (DOT) dated Oct. 19 stated, "Mail delivery was temporarily halted in the DOT headquarters building, including deliveries for the filing of documents in DOT dockets. ... Those persons making filings in DOT dockets are encouraged to file electronically by

using the DOT DMS Web site." Companies may even have to set aside e-mail policies that limit or prohibit attachments.

"Companies are trying to comply with the government requirements as quickly and efficiently as they can," Krishnan said, "and if that means they don't adhere to their in-house policy, so be it."

An increase in electronic communications between private companies and the government may lead to security problems, said Satish Rama-chandran, CEO and president of Mirapoint Inc. in Sunnyvale, Calif.

As companies bolster their infrastructure to handle the increased load of e-mail and attachments, "they leave the doors open for hacker and virus attackers," he said.

One company that had tem-

## UPS, FedEx: No Increase in Business

Neither United Parcel Service Inc. nor FedEx Corp. is reporting a surge in business because of the anthrax being sent through the U.S. Postal Service.

Steve Holmes, a spokesman for Atlanta-based UPS, said volume has been down since the Sept. 11 terrorist attacks and still hasn't reached preattack levels.

But Holmes said he couldn't make any connection between the volume of UPS's business and the anthrax-by-mail scare.

Sally Davenport, Holmes' counterpart at Memphis-based FedEx, said the company can't attribute any change in the number of packages or documents it

handles to the anthrax scare. "It's hard to determine because our volume fluctuates every day," Davenport said.

For its part, the Postal Service is adopting and deploying new technology to neutralize anthrax that might be sent through the mail. According to information at its Web site, [www.usps.com](http://www.usps.com), the Postal Service is purchasing irradiation equipment designed to kill biological agents, like anthrax, in the mail. The Postal Service said the equipment will be installed in targeted areas and built into the sorting process, but it wouldn't discuss the equipment in detail.

- Linda Rosencrance

porarily banned hard-copy mail will begin accepting it again. Jane Amari, editor and publisher of the *Arizona Daily Star* in Tucson, said the newspaper had refused to accept letters to the editor via surface mail for the past two weeks, telling readers to use e-mail or send faxes instead.

"We did it until we got the gear, masks and rubber gloves, to open the mail," she said. "We should be accepting regular mail again this week. But 80% of our letters to the editor already come via e-mail." ▶

Reporter Linda Rosencrance contributed to this report.

## Antilaundraing System Offers USPS Real-Time Intelligence

**Uncovers suspicious activity, notifies law enforcement**

BY DAN VERTON  
WASHINGTON

The U.S. Postal Service (USPS) has put a new system in place to help it crack down on terrorists' illicit money flow.

The Bank Secrecy Act and Anti-Money Laundering Compliance System, developed by the USPS and New York-based Information Builders Inc., is poised to become the de facto standard in suspicious-activity reporting throughout the government and the financial services industry.

Although the system isn't being used yet, USPS officials said it's ready to be put into action once Congress and other regulatory agencies finalize

new regulations on reporting procedures.

Officials from the Department of Justice and the Department of the Treasury have also expressed interest in using the system.

Passed in 1970, the Bank Secrecy Act (BSA) lays out detailed reporting and record-keeping requirements for banks and other financial institutions.

Undersecretary of the Treasury Jimmy Gurulé, who oversees the Financial Crimes Enforcement Network, which is the agency responsible for enforcing reporting procedures at financial institutions, said new regulations governing the types of reports required will be issued by next March. Gurulé made that comment at last week's 13th annual Money Laundering Enforcement Seminar in Arlington, Va., which

was sponsored by the American Bankers Association and the American Bar Association.

The Information Builders system ferrets out patterns that may indicate money-laundering activity and uses sophisticated drill-down, querying and reporting functions to deliver to law enforcement officials the intelligence they need to identify individuals who may be funneling money to terrorists, said officials familiar with the project.

### Tracking Money Orders

It isn't a widely known fact, but the USPS currently controls 30% of the money-order market in the U.S., issuing the same type of money orders that were used by some of the terrorists who took part in the Sept. 11 attacks linked to Osama bin Laden's al-Qaeda terrorist organization. The

cording to Larry Reagan, director of Information Builders' Federal Systems Group in Washington. Depending on which agencies adopt the system, it could be used to ferret out not only terrorists who are engaged in money-laundering schemes, but also corrupt investment bankers, drug dealers and others.

More than 900 software programs support the system, and all can be reused with little or no changes required, said Reagan. Several other systems that collect data have been integrated with the system, though Reagan declined to name them for security reasons.

"The whole purpose of all this reporting is to support law enforcement," said Gillum. "We built the system to get data out of the system in a meaningful way." ▶

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## DOD Urging IT Contractors to Keep Quiet

**Cites concern for military security**

BY DAN VERTON  
WASHINGTON

Since the Sept. 11 terrorist attacks and the subsequent deployment of military forces to Afghanistan, the Pentagon has submitted emergency orders for various types of equipment, including communications gear, and has moved up delivery dates for previous contracts that had already been negotiated, Computerworld has learned.

However, the U.S. Department of Defense's need for increased secrecy to protect the lives of military personnel has raised new questions about how much information contractors should release to the public about sensitive government programs, especially IT-related programs that could enable terrorists to target U.S. operations.

### Loose Lips

Several press statements issued by companies have raised the ire of some in the defense establishment. For example, within a week of the attacks last month, Carlsbad, Calif.-based Holocom Networks posted a release on its Web site stating that the Pentagon placed an emergency order for 1,000 secure desktop communications enclosures.

Cryptek Secure Communications LLC in Sterling, Va., issued a statement that the Army had stepped up its delivery date for 1,400 of the company's secure battlefield fax machines. And Redwood City, Calif.-based BroadVision Inc. issued a press release on Oct. 24 detailing the Air Force's plans to consolidate hundreds of databases into a single portal that will hold everything from "personnel data to front-line combat intelligence."

As a result of these and other statements, Pentagon officials have issued a series of memos

sent to private industry contractors urging them to think twice about the information they release to the public and post on their Web sites.

"I would also like to stress, during this national emergency, the importance of the use of discretion in all the public statements, press releases and communications made by your respective companies and by your major suppliers," wrote E.C. "Pete" Aldridge Jr., undersecretary of Defense for acquisition, technology and logistics, in an Oct. 2 letter to businesses. "Statistical, production, contracting and delivery information can convey a tremendous amount of information that hostile intelligence organizations might find relevant."

Air Force and Navy acquisition chiefs quickly followed suit. And in an e-mail sent on Oct. 4 to 10 senior officials in the Air Force, Darleen Druyan, the deputy assistant secretary of the Air Force for acquisition and management, went one



**DONALD RUMSFELD** and other Pentagon officials are worried about possible information leaks.

step further and prohibited Air Force acquisition officials to speak to the media.

"Effective immediately, I do not want anyone within the Air Force acquisition community discussing any of our programs with the media [on or off the record]," wrote Druyan. "This includes presenting program briefings in any forums at which the media may be present."

*Continued from page 1*

## Cipro Demand

field, Conn.-based unit of Cigna Corp., said the number of prescriptions for Cipro, even with the anthrax scare, "is not even in the same league" as the demand for allergy drugs.

Maesner did confirm, however, that Cigna Health is using its rules-based systems to carefully monitor demand for the drug. Rules-based systems allow user-defined parameters to be built into the system, enabling end users to perform specific functions.

Those systems flag transactions "that might be inappropriate, such as stockpiling Cipro," Maesner said. He explained that when a customer presents a prescription for fulfillment at a brick-and-mortar or online pharmacy, the rules databases first check simple things such as eligibility and

the qualifications of the person who wrote the prescription.

Built-in logic and rules also compare the dosage prescribed against U.S. Food and Drug Administration guidelines for the maximum dosage for that drug. It also performs a check of other drugs a person may be taking to ensure that there are no dangerous interactions, Maesner said. Cigna Health was unable to provide more technical details about the system before deadline.

Merck-Medco, the Franklin Lakes, N.J.-based pharmacy benefits management unit of Merck & Co., has entered into its rules database the guidelines from the Centers for Disease Control and Prevention that describe the use of Cipro to treat anthrax, according to spokeswoman Anita Kawatra.

Merck-Medco has used its system to track spikes in Cipro prescriptions over the past month, with volume doubling to 18,000 per day on Oct. 12.

BroadVision declined to comment. A spokesman for Robert Frye, executive director of the Air Force's Standard Systems Group in Montgomery, Ala., which manages the BroadVision contract, said Frye was unaware of any directive barring his command from talking to the press.

Tom Mitchell, a connectivity specialist at Holocom who worked on the Pentagon project, said he has heard rumblings about other press articles but nothing about Holocom's announcement. He said there was nothing sensitive in Holocom's announcement.

Cryptek Vice President John Garber said his company has "highly restrictive" policies against disclosing classified information. "If I had something to tell you that I thought you shouldn't write about, I wouldn't tell you," he said.

Kevin Clarke, a spokesman for Plano, Texas-based Electronic Data Systems Corp.'s Navy/Marine Corps Intranet (N/MCI) Strike Force, said EDS already adheres to strict government policies regarding information disclosure. The com-

pany recently reviewed all of its public Web sites and issued a companywide memorandum reminding employees not to discuss sensitive information in e-mails and telephone conversations. The \$6.9 billion N/MCI contract is the largest outsourcing contract in government.

Bill Crowell, CEO of Cylink Corp. in Santa Clara, Calif., said it's up to the government to hold the private sector accountable. "If I violate the public release provisions of my commercial contracts, then I lose their business," he said. "The government should expect no less."

Steven Aftergood, director of the Project on Government Secrecy at the Federation of American Scientists in Washington, however, worried that concerns about the need for military secrecy could spill over into other areas.

"One wants to be sure that terrorism is not used as a pretext for withholding information that the public needs to assess government policy and performance," he said. "It looks to me like the government is overreaching in some cases."

## Prescription for Success

**Merckmedco.com provides pharmacy services that benefit 65 million Americans. The online pharmacy operation:**

- Has filled \$1 billion worth of prescriptions since its launch in October 1998.
- Currently processes more than 160,000 prescriptions per week and has filled more than 10 million since its launch.
- Operates 12 online pharmacy fulfillment centers, which use robotic systems to fill bottles and bar code scanners to track prescriptions and paperwork.
- Plans to open its 13th and largest fulfillment center Nov. 12. It will have the capacity to fill 700,000 prescriptions per week.

Merck-Medco had no problem handling this jump in volume, Kawatra added, since its Web site handles 160,000 prescriptions per week through 12 fulfillment pharmacies the company operates.

Kawatra declined to provide any details of the Merck-Medco IT systems, saying they provide the company with a competitive advantage it doesn't want to jeopardize.

Mike Davis, an analyst at Gartner Inc. in Stamford,

Conn., said he wasn't surprised that Merck-Medco declined to detail its system architecture, since that would provide an insight into how much it cost and whether the company has achieved a payback. Davis said it would be "exceptional" if Merck-Medco has started to reap the financial benefits from its online system. But he added that in the health care field, "every company is going to have to go that way if they want to survive."

**BRIEFS****Dell to Resell EMC's Midrange Storage Line**

Dell Computer Corp. and EMC Corp. signed a five-year agreement under which Dell will resell EMC's mid-range Clarion disk arrays. The two companies said they also plan to jointly sell Hopkinton, Mass.-based EMC's high-end Symmetrix storage devices to Dell users and explore the idea of having Dell handle some Clarion procurement and production work.

**Sun, AOL Team on Web Portal Software**

Sun Microsystems Inc. and AOL Time Warner Inc. said they plan to work together on several Internet-based software projects, including the development of Web portals aimed at corporate users. Sun and New York-based AOL Time Warner also plan to make their instant messaging systems interoperable.

**IBM, ADP Sign Sale, IT Outsourcing Deal**

IBM's Global Services unit sold an operation that handles the printing and distribution of corporate financial statements to Roseland, N.J.-based Automatic Data Processing Inc. (ADP). The deal also includes an IT outsourcing arrangement under which ADP will use IBM's data infrastructure. The sale price and outsourcing terms weren't disclosed.

**Short Takes**

NORTEL NETWORKS CORP. and IBM announced plans to bundle IBM's WebSphere application server software and DB2 database with Brampton, Ontario-based Nortel's call center and voice-over-IP technology. . . . A Belgian court rejected a new request for bankruptcy protection by LERNOV & HAUSPIE SPEECH PRODUCTS NV and appointed five liquidators to sell off the faler, Belgium-based software vendor's assets.

# Fight Intensifies for Comdisco's Disaster Recovery Services Unit

**Bankruptcy judge delays hearing on sale after DOJ files antitrust suit**

BY JAIKUMAR VIJAYAN  
AND LINDA ROSENCRANCE

**A** U.S. BANKRUPTCY Court judge last week put off a decision on the proposed sale of Comdisco Inc.'s disaster recovery services business amid an escalating battle for control of the unit involving SunGard and top vendor IBM have a combined total of more than 80% of the disaster recovery market, according to San Jose-based Dataquest Inc. Buying Comdisco's operation would put SunGard firmly in second place behind IBM, said Gartner analyst Tony Adams.

The judge's move capped a series of rapidly unfolding events that began last Monday when the DOJ filed a civil suit seeking to block an \$825 million deal between SunGard and Comdisco, on antitrust grounds. The DOJ claimed that the agreement, announced earlier this month, would likely result in higher prices and lower-quality services for users because SunGard and Comdisco are two of the three major disaster recovery vendors.

Just two days later, HP — which initially had agreed to buy the Availability Solutions unit for \$610 million (see time line) — submitted a new \$750 million bid and said it had been accepted by Comdisco's board of directors and the Rosemont, Ill.-based company's creditors.

But Comdisco, which filed for bankruptcy protection in July, wouldn't comment on whether its board had, in fact, approved the new HP offer. A Comdisco spokeswoman said only that the company had asked the judge overseeing the bankruptcy proceedings to postpone a hearing on the sale until Nov. 7 "so we could study these new developments."

Meanwhile, Wayne, Pa.-based SunGard dismissed the DOJ's antitrust claims as "absurd" and said its offer is still supported by a committee rep-

resenting Comdisco's major stockholders. SunGard added that it might increase its bid prior to the Nov. 7 hearing.

Comdisco, SunGard and top vendor IBM have a combined total of more than 80% of the disaster recovery market, according to San Jose-based Dataquest Inc. Buying Comdisco's operation would put SunGard firmly in second place behind IBM, said Gartner analyst Tony Adams.

**Market Drivers**

David Tapper, an analyst at IDC in Framingham, Mass., said he believes the dueling bids by SunGard and HP are being driven in part by the Sept. 11 terrorist attacks, which drew increased attention to the disaster recovery business. An-

other factor, he said, is a growing business need for services firms to be able to support "always-on" IT infrastructures.

For SunGard, Tapper said, buying the Comdisco unit could expand its reach into the global disaster recovery market and complement an ongoing expansion by the company into managed hosting and high-availability services.

But it's unlikely that SunGard would be able to use its enhanced market position to unfair advantage, Adams said. Despite the dominance of the top vendors, competition for disaster recovery services is still fairly robust, he noted.

Many large companies also build their own IT disaster recovery and business continuity capabilities, Adams added. ▀

**Quick Link**

Read additional comments about last week's developments online:  
[www.computerworld.com/q24478](http://www.computerworld.com/q24478)

**Still on the Block**

*Key events in Comdisco's ongoing effort to sell its disaster recovery business unit:*

**JULY:** Comdisco files for bankruptcy protection, agrees to sell its Availability Solutions unit to HP for \$610M.

**AUGUST:** SunGard offers \$775M for the unit.

**OCT. 12:** Comdisco accepts sweetened \$825M offer from SunGard, drops deal with HP.

**OCT. 22:** The DOJ sues to block sale to SunGard on antitrust grounds.

**OCT. 24:** HP increases its bid to \$750M, claims support of Comdisco's creditors.

**SNAPSHOT**

## A Downbeat Quarter

*Many technology vendors felt the effects of both the sluggish economy and the fallout from the Sept. 11 terrorist attacks during the quarter ended Sept. 30. The following companies last week reported their financial results for the quarter:*

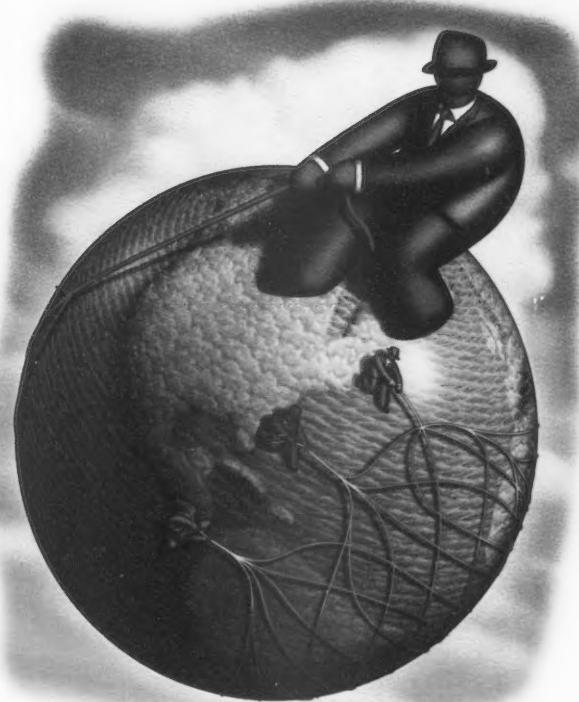
| VENDOR                        | REVENUE Q3 2001 | REVENUE Q3 2000 | PROFIT (LOSS) Q3 2001 | PROFIT (LOSS) Q3 2000 |
|-------------------------------|-----------------|-----------------|-----------------------|-----------------------|
| Ariba Inc.                    | \$62.6M         | \$134.9M        | (\$224.3M)            | \$1.1M                |
| AT&T Corp.                    | \$13.1B         | \$14.2B         | (\$2.2B)*             | \$1.3B*               |
| AT&T Wireless Services Inc.   | \$3.5B          | \$2.8B          | \$77M                 | \$21M                 |
| Avaya Inc.                    | \$1.4B          | \$2B            | (\$328M)              | (\$543M)              |
| BroadVision Inc.              | \$51.2M         | \$120.2M        | (\$429.4M)            | (\$52.8M)             |
| Compaq Computer Corp.         | \$7.5B          | \$11.2B         | (\$499M)              | \$557M                |
| Electronic Data Systems Corp. | \$5.6B          | \$4.8B          | \$212M                | \$279M                |
| Lucent Technologies Inc.      | \$5.2B          | \$7.2B          | (\$8.8B)              | (\$484M)              |
| Silicon Graphics Inc.         | \$379.4M        | \$426.3M        | (\$69.6M)             | (\$49M)               |
| Storage Technology Corp.      | \$498M          | \$486.6M        | \$17.9M               | \$6.3M                |
| Sybase Inc.                   | \$226.3M        | \$239.1M        | (\$7.1M)              | \$16.5M               |
| WebMethods Inc.               | \$40.7M         | \$45.7M         | (\$33.2M)             | (\$51.2M)             |

\* From continuing operations

SPECIAL ADVERTISING SUPPLEMENT

# White Paper

October 29, 2001



## The Evolution of Web Hosting

As e-business merges into the corporate mainstream,  
enterprises seek more robust management capabili-  
ties from hosting service providers

**IDC**  
*Analyze the Future*

COMPUTERWORLD

# The Evolution of Web Hosting

As e-business merges into the corporate mainstream, enterprises seek more robust management capabilities from hosting service providers

**T**here's no question that Web hosting is a core component of e-business. In fact, in many respects, hosting is the very platform, or foundation, of e-business; without Web hosts, there would be no World Wide Web, which is now the leading Internet service and the one through which users access other Internet-based services and applications.

Just a few years ago, Web hosting involved a simple, static Web site on a single dedicated or shared server. Today, complex Web implementa-

tions typically comprise multiple clustered servers that support several applica-

**By Melanie Posey,  
Program Manager of Web  
Hosting Services,  
and Courtney Munroe,  
VP of Telecom & IP Services**

**IDC**

tions or business processes — and often draw on resources hosted in other locations. The evolution is clear:

Web sites) provided companies with an effective channel for information distribution, marketing, and business to consumer sales.

However, as Internet technologies mature, enterprises are devising new ways to leverage the Web. In the emerging phase of market development, the Internet is taking its place as a platform for a broader range of business applications, of which traditional Web sites are only one.

## Boontown

In the dot com boom days, the Internet was seen as a business model in and of itself. Hundreds of now-defunct companies planned to use the Internet to sell all manner of items, including toys, pet food, furniture, and music. The Internet was supposed to change everything (remember that?), becoming an enormous and ubiquitous storefront that would usher in an era of frictionless commerce and "disintermediate" the brick and mortar dinosaurs. To avoid this fate, the brick and mortars set about transforming themselves into

Web hosting, once a minor add on to the Internet access business, has become central to e-business.

## Beginnings

In the early days, the Internet served primarily as a communications platform that connected end users (via email and electronic bulletin boards) and computers (through file transfer). The Web browser facilitated the development of the World Wide Web and the emergence of Web sites. During the mid to late 1990s, the Internet (via public facing

click and mortars.

As we all know, this story did not have a happy ending. But the brick-and-mortar did learn that the potential of the Internet as a business enablement medium had yet to be tapped. Therefore, the end of the dot-com era did not mean the end of e-business. Rather, we are now entering a new era in which true "business" is being put back into "e business."

Figure 1 tracks the market's evolution. The vertical axis represents the increasing complexity of Web sites and Web enabled applications. Web sites began as simple informational or marketing sites with relatively static content: news, entertainment, message boards, and corporate

"brochureware."

The next phase of development incorporated dynamic or interactive elements that leveraged database and transaction engine technologies to enable applications such as content archiving/searches and e-commerce.

Finally, the Web site complexity axis now stretches upward toward integrated business processes that encompass a range of functions — customer-facing activities such as sales, marketing, advertising, and corporate branding.

These are combined with internal applications that feed into the business processes.

At this level, the focus shifts away from the mere establishment of a

Web presence ("selling stuff on the Web") toward the Web enablement of the business itself, leveraging the Internet to change the way business is done. Enterprises are streamlining their internal business processes and opening new channels for customer service, product/service delivery, distribution, and procurement by leveraging application servers to Web-enable their core business applications. In addition, enterprises are using the Internet as a transactional and connectivity medium for intra and inter company exchanges. In other words, the market is evolving away from the dot.com era model of *Internet as the business* to a modern, post bubble notion of *business on the Internet*.

This evolution creates technology and business process transformation issues that many enterprises have not anticipated. Outsourced hosting provides a solution to the complexity of designing, building, maintaining, and managing a "next phase" e-business infrastructure.

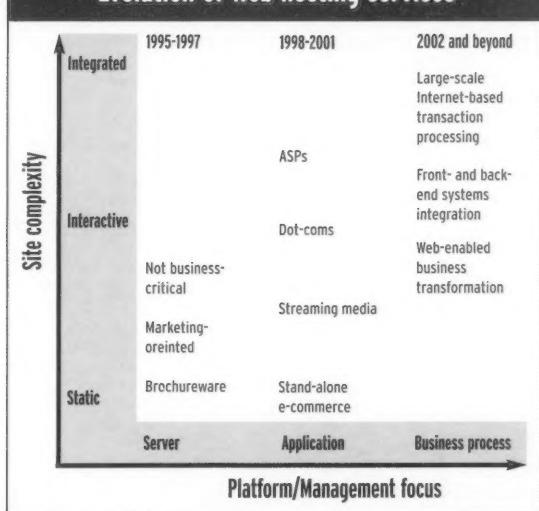
The horizontal axis of Figure 1 highlights service providers' evolving value proposition and the focus of their management/value added services development. Traditional Web hosts focus primarily on three items:

- The physical data center infrastructure
- Connectivity from the data center to the Internet
- Front-end Web server management

However, enterprises' increasingly broad e-business infrastructure requirements mandate greater atten-

Figure 1

## Evolution of Web hosting services



tion to the management and delivery of applications. In this next phase, the offerings of a new breed of managed hosting service providers (managed HSPs) will augment traditional Web hosting services with a higher level of management, monitoring, and testing capabilities.

Increasingly, enterprises view their Web infrastructure platforms as strategic components of their businesses. As such, they look to managed HSPs to integrate application and performance management functions into the infrastructure.

#### **Application servers: Transaction engines of the Internet**

In this new world of business on the Internet, Web sites are only one piece of the puzzle; they function more as portals to an increasing range of internal and external business functions than as stand alone applications. As a result, Web servers are ceding the limelight to application servers.

Application servers play an important role in the enablement of business on the Internet, serving as the command, control, communications, and intelligence layer of a business infrastructure. Platforms such as IBM's WebSphere, BEA Systems' WebLogic, Microsoft's .NET Enterprise Server Suite, Sun Microsystems' iPlanet™ Application Server, and others process and execute the underlying business logic of online transactions.

Application servers sit between the various online solutions (tools for sales, financial transactions, etc.) and the Web server infrastructure. They

accept customer requests from the public facing Web site, run the business logic components, and connect the application to the back end components belonging to the enterprises, partners, and suppliers that feed into the solution's value chain.

Because the back end components of online solutions often run on traditional client-server or mainframe platforms, the middleware capabilities of application servers enable enterprises to bridge the gap between legacy and Web-enabled environments, and to manage and deliver diverse applications on unified platforms. In addition, the e-business platform environment that application servers provide offers enterprises a framework for developing and integrating new applications into their online solutions in a scalable, rapidly provisionable manner.

Application servers manage the entire transaction process by maintaining the integrity and persistence of the transaction (i.e., state management) and provide the necessary processing power to support hundreds or thousands of concurrent sessions.

#### **Not an island**

Enterprises' Web strategies are no longer isolated from the rest of the business process; they now involve applications that were developed and designed to serve core business functions that predate the Internet era. While application servers are at the heart of transaction processing on the Internet, they must work in tandem with other infrastructure elements, including the following:

- Security features such as fire-

walls and virtual private networks, which segregate the business process environment and access authentication policies and technologies such as digital signatures.

- Redundancy and fail over features such as load balanced Web and application servers configured to ensure application uptime, availability, and redundant network connections to the Internet.

In general, application servers play a starring role in the evolution of business computing on the Internet. The evolution of the "Web services" concept, and the associated development of the XML-based family of open standards, further advances the concept of computing on the Internet by eliminating the need for middleware and allowing applications to connect and interact, regardless of their distributed component architecture. The endgame is the digital extension of the enterprise — the linking together of the internal enterprise; partners; suppliers; and customer systems that enable business processes.

#### **The optimized network**

There's no question that the role of the IP backbone has assumed paramount importance in the data center environment. Most IP backbone carrier networks are based on optical nodes that connect major metropolitan cities. These nodes commonly operate at speeds of OC 48 (2.5G bit/sec.) to OC 192 (10G bit/sec.). Some backbone providers own their networks, while others have built their networks using leased fiber capacity. Several companies have spent billions constructing national

and global fiber networks over the past few years. However, despite this heavy investment, Internet backbone space remains a highly concentrated sector; approximately 10 backbone service providers account for more than 80% of total U.S. IP traffic.

It's not necessary to be a Tier 1 ISP to provide high quality bandwidth services. However, network ownership does bring such advantages as quality control, predictable costs, and the ability to rapidly scale backbone capacity to meet customer needs. With the growth of Web-based applications in both customer-facing and back-office environments, the IP network becomes a critical mechanism for delivery of these applications. Digex's ability to leverage WorldCom's global IP network gives Digex a competitive edge, enabling it not only to support Web-based applications but also to deliver applications on a worldwide basis.

It's fashionable these days to speak of a glut in network capacity, and to dismiss the importance of bandwidth and network facilities with regard to data centers and hosting. However, while it may be easy for some companies to lease a few high-speed circuits, the management of a global network is quite another matter. Providing optimal network performance in today's demanding business environment is still a major challenge for any hosting provider.

There are several major considerations involved in designing and configuring the optimal backbone network:

- Network availability and geographic reach. Thousands of compa-

nies provide Internet connectivity, but only a few, such as WorldCom, can provide national or global access. Carriers that lease network capacity supplement their lack of coverage by backhauling customer traffic to their nearest point of presence (POP). This method adds additional potential points of failure and can introduce network latency and packet loss.

- Efficient and rapid routing and traffic flows through peering. Most Tier 1 backbone providers have established peering relationships.

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**The evolution of Web hosting has created technology and business issues that many enterprises did not anticipate. Outsourced hosting addresses many of the issues around designing and maintaining an e-business infrastructure.**

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"Peering" is the process of exchanging traffic from one network to another with no monetary exchange between the carriers. Peering has direct bearing on network latency and Web site performance.

For example, it's not unusual for a typical end user's Internet traffic to traverse 17 different Internet nodes (hops) on its way to its destination. With proper configuration, presence

in major markets, and proximity to network hubs, end users on backbone networks such as WorldCom's should be able to reach their destinations in an average of five hops (and, in many cases, just one). For the hosting customer, efficient networks and peering can lead to an average Web site and applications performance improvement of 20%.

- Peering restrictions. It's important to note that peering is limited to a select group of Tier 1 providers. Some service providers source their connectivity to the Internet via IP upstream transit services purchased from backbone players such as WorldCom and others. This is a wholesale transaction, not a peering agreement.

• Reliability and redundancy. One of the most critical aspects of maintaining uptime for an e-business platform is the elimination of multiple potential points of failure in the network. This can be implemented by choosing providers that offer network connectivity in multiple fiber routes and POPs. Providers should also offer rapidly scalable bandwidth options. The more available POPs a service provider can offer, the higher the probability that customers will realize cost savings and achieve higher network performance.

- Service Level Agreements. The ability to offer an SLA, and the granularity of that SLA, can be greatly enhanced if the hosting service provider owns the underlying network. Providers that source their network connectivity from multiple backbone providers must establish and manage multiple SLAs.

Enterprises using hosting service providers with multi sourced net works run the risk of lower quality of service assurance and significant downtime in the event of an outage.

- Network management. The ownership and control of the net work also affects a carrier's ability to manage that network. Service providers that lease capacity from multiple sources face the challenge of meshing and monitoring resources from disparate networks. The Operations Support Systems (OSS) required to manage a multiple source network are complex and expensive to maintain. Network ownership dramatically reduces the OSS cost structure and simplifies the process of fault isolation.

- Dynamic resource allocation. Service providers such as WorldCom can rapidly reallocate bandwidth as required by customers. Enterprises can subscribe to specific bandwidth pipes and classes of service, depending on their applications' requirements. Single source backbone providers have the ability to rapidly scale resources and allocate bandwidth as required by their users.

#### **Managing complexity with automation and intelligence**

The decision to migrate business processes to the Internet and the Web enablement of enterprise applications is only one piece of the puzzle. Anyone who has managed a large scale automation production environment is well aware of the myriad issues that must be dealt with on a daily basis. Managing the complexity of the many moving parts of mission

critical business applications is further complicated when the Internet is added to the mix.

The infrastructure framework for business on the Internet is relatively new and is evolving rapidly. Traditional tools and processes for configuration, monitoring, and management have not kept up with the operational requirements of Web



architectures. As a result, many enterprises that have traditionally managed their own systems and legacy applications, or hosted their own non mission critical Web front ends in house, are now turning instead to managed HSPs.

The reason: by their very nature, top managed HSPs boast expertise in assembling, implementing, and managing the operating environment

required to do business on the Internet. A top notch managed HSP can offer fully managed services that optimize, scale, and guarantee the operation of enterprises' Web-enabled application infrastructures.

Digex fits the bill on all counts, combining expertise in and support for best of breed application and database servers with an automated, process driven approach to building and operating Internet application infrastructures. Key elements that ensure that applications run optimally on a hosted Web application infrastructure include the following:

- Production environments based on standardized server builds. The implementation of standard configurations makes it easier for the HSP to manage server hardware and operating systems in an automated fashion across its data center network (and, eventually, at the enterprise corporate data center).
- Tight integration between the managed HSP's production environment and the enterprise's development environment. This element ensures optimal performance of the hosting infrastructure and the application. The process involves compatibility testing of the application and the production environment; stress and performance testing in a simulated launch environment to determine how the application will perform in a real-world production environment; and migration testing for the seamless transition of applications to the HSP's staging environment and production environment. The process also includes methodologies for automated change management.

- Comprehensive monitoring systems and rapid response repair procedures. Managed solutions focused HSPs should be able to offer systems that combine off the shelf and customized tools to monitor the enterprise's entire Web implementation, identify the root cause of any problem, and accelerate problem resolution. Correlation tools that incorporate the logic of the staging and production environments, as well as the business application logic, enable the HSP to isolate faults down to the most definitive level. This allows the enterprise to focus on the development of the business process and applications that power it, rather than the underlying transaction-enablement and delivery infrastructure.

#### **Real business, not just e-business**

As Internet technologies mature and improve, e-business is moving beyond untethered, single function Web services such as content presentation, basic database applications, and low level e-commerce. Today, e-business is becoming more than just a stand-alone add-on to the "real" business.

Moreover, the Internet is closer to realizing its initial promise of an efficient, ubiquitous, and (increasingly) frictionless environment in which enterprises can refine the ways they create, deliver, and manage their value propositions. New and existing business functions that are optimized to run on large scale, applications-focused Web infrastructures are changing the way companies interact with their clients and partners. As a

result, business models and, in some cases, entire industries are being transformed and redefined.

However, the application supporting infrastructure platforms, technologies, and tools that facilitate this migration are evolving rapidly in terms of their stability, functionality, and transformational potential. Enterprises can rely on their internal personnel and capital budgets to stay on top of these developments. Alternatively, they can implement

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**As Internet technologies  
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---

this transformation in conjunction with a managed HSP partner. Examples of complex Web enabled solutions hosted by Digex include an automated mortgage processing and trading application for a financial institution's partner portal; an online customer account and transaction application for a major financial services company; supply chain management for a major home design retailer; and an automated ticketing application for a major airline.

Managed HSPs such as Digex design, build, and manage the production and distribution environments for mission critical business on the Internet. Digex developed and continues to refine a new concept that envisions Internet infrastructure as more than just independent pieces. Rather, the components — network connectivity, data centers, hardware, software, systems, security, and application optimization and management services — act in concert with the actual application as interdependent elements that enable the transition toward business on the Internet. A managed provider such as Digex can assist an enterprise by:

- Establishing a comprehensive lab environment in which new technologies are introduced in a controlled environment and tested with all other elements of an Internet production system.
- Designing and maintaining a solid network infrastructure that accommodates application processing; data replication; large scale data management, movement, and storage; and has the capacity to carry massive business transactions.
- Developing the best of breed monitoring and management tools required for a well run production system on the Internet. The expertise of the support personnel, combined with well documented procedures, serve as the intelligence behind the automation of business applications.
- Acting as an extension of the corporate IT department, accommodating open and automated communications between the hosted environment and in house systems. ♦

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## Companies Moving Slowly on P3P Adoption

BY PATRICK THIBODEAU

Some companies are gradually implementing the proposed Platform for Privacy Preferences (P3P) Internet data privacy specification on their Web sites. But it remains unclear whether P3P will succeed as a standard.

At this point, the P3P specification is primarily being eyed by companies that have already taken leadership roles on data privacy issues. For example, Cincinnati-based Procter & Gamble Co. is testing P3P after having previously adopted a worldwide privacy policy that meets restrictive European data-protection rules.

P&G has implemented P3P on its main corporate Web site to gauge user response before deciding whether to expand the specification to about 500 related sites, said Mel Peterson, chief privacy officer at the consumer products giant.

Companies adopting P3P, which is being developed by the World Wide Web Consortium (W3C), must convert their data privacy policies to a question-and-answer format that's XML-based and machine-readable. P3P-enabled Web browsers can then "read" those policies and compare them with privacy preferences set by individual Internet users.

### The Microsoft Factor

What has some companies betting on the future of P3P is Microsoft Corp.'s inclusion of the emerging standard in its Internet Explorer 6 browser.

That's "a huge driver" for P3P adoption, said Christopher Fisher, information systems director at Royal Appliance Manufacturing Co. in Glenwillow, Ohio. The company has begun making its Web site P3P-ready.

But adopting P3P raises some big legal issues, according to corporate officials and privacy analysts. Translating a detailed data-privacy policy into a machine-readable format can be complicated, they said, adding that P3P implementations shouldn't be handled solely by IT departments.

The codes used as part of P3P implementations "are legal promises," said Benjamin Wright, a Dallas-based attorney and electronic law expert. "It's like a contract."

Some companies are waiting to make decisions about adopt-

ing P3P until it's finalized, which may not happen until early next year. "We have not come to any conclusions yet," said Kevin Purseglove, a spokesman for San Jose-based eBay Inc. Lorrie Cranor, chairwoman

of the W3C's P3P working group and a principal technical staff member at AT&T Labs in Florham Park, N.J., said any last-minute changes to the specification will be backward-compatible. ▀

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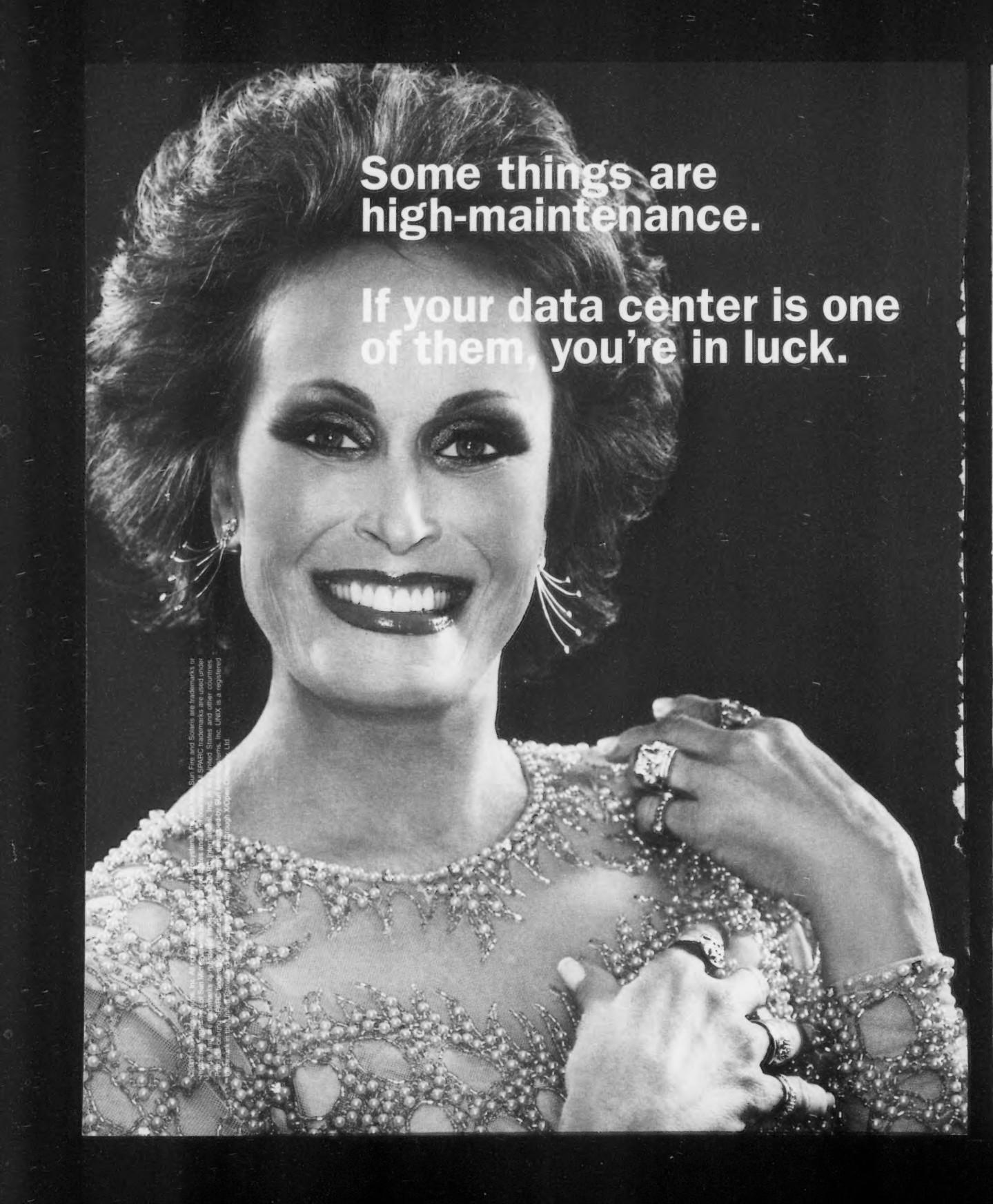
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high-maintenance.**

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# Introducing the Sun Fire™ 15K, the mainframe-class server for today's networked data center.

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### Product specifications (the rocket science):

- 106 CPUs - the largest in a single cabinet
- 1/2 terabyte memory - enough to run a database in main memory
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- 4 petabytes of storage - 20x the Library of Congress
- 6,400 mainframe MIPS - 3x the IBM z900
- 5th-generation fault-isolated dynamic system domains
- Sun™ Fireplane interconnect - maximum app performance
- Uniboard design - swappable CPU and memory board

### Independent software vendor support:

Sun offers software developers an unparalleled open and compatible architecture in which to develop and deploy their solutions. This single integrated system architecture allows customers to protect their investments, leverage their existing skill sets and staff, and increase their ROI. It's the reason ISVs like BEA Systems, i2, J.D. Edwards, Oracle and VERITAS partner with Sun.

PATRICIA KEEFE

# Fight the Monopoly

**S**ETTLEMENT, SCHMETTLEMENT. Microsoft is on a roll these days. If users don't take some action, the convicted monopolist is going to roll right over them.

Once, no one ever got fired for buying Big (Proprietary) Blue. Times changed, but IBM didn't. Today, a chastened and much wiser IBM, having escaped anti-trust and listened to its users, has kicked the "we are the center of the world" habit and supports standards and even open-source systems (see story, page 42). By contrast, Microsoft, now the industry's top gun, remains obsessed with tying everything back to Windows. It's now working to extend its iron grip on the desktop to the enterprise and all the way out to the Internet — antitrust conviction be damned.

Whether it's because of changes in certification programs; expensive, forced upgrades; new licensing terms that let Microsoft shut off your operating system during a dispute; or the required collection of customer data in order to turn software on, users are seething about "bloatware" and Big Brother. Yet Microsoft has made few concessions. Indeed, everywhere you look, the company is snubbing users when it's not shaking them down.

It's no surprise that the past eight months of headlines is a blur of anger and concern. A recent study conducted by Giga Information Group and



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Windows integrator Sunbelt Software revealed that 36% of the 4,550 technology professionals polled are so disturbed by new Microsoft's licensing plans that you are considering switching to alternative products. But will you?

If you are really angry, fed up and unwilling to be held hostage, consider your options: 1. Work to dilute Microsoft's presence and control in your company. 2. If you can, don't just threaten to toss Microsoft out of your operations, do it. 3. Finally, help start a vocal and effective user group for Microsoft users. All the big enterprise vendors, from IBM to Hewlett-Packard to Oracle, have had one. Where is the united user voice representing Microsoft customers?

It's going to take exactly this sort of extreme pressure to rein Microsoft in — you certainly won't be able to count on the feds to do it for you. And it will take more than complaining. It requires action by the enterprise users that Microsoft should take seriously. If that doesn't get Redmond's attention, nothing will. ▶



PIMM FOX

## Microsoft Vision Lacks Content

**A** RECENT TV COMMERCIAL features the late kung fu expert Bruce Lee describing how water, when poured into a glass, becomes the glass, how content is defined by form. That's a good way to describe the state of online content management tools. We're so hung up on the forms — product content, online catalogs, Web site information — linked to repositories such as databases, CRM and ERP systems that we've lost sight of the information.

Microsoft in particular has a blinkered vision of Web services and of .Net as a methodology for distributing and accessing content that is all form and no function.

Most large enterprises look for a content management system that easily plugs into a J2EE environment, such as the WebLogic server from BEA Systems or IBM's WebSphere. But Microsoft's content strategy (based on its purchase of NCompass Labs) compels you to use all Microsoft parts, such as Microsoft's SharePoint Portal Server 2001 and SQL Server. The problem is that SharePoint isn't terribly robust, according to Lou Latham, an analyst at Gartner. Rather, it's good for a department in a small or midsize organization. "They're not players in the large-scale, global, heterogeneous software environments such as SAP, Domino, WebSphere and WebLogic," says Latham.

And having a content management server that doesn't tolerate Oracle databases is about as functional as running a marathon in high heels.

As Latham puts it, "Microsoft doesn't play well with other children."

Latham says that enterprises that have lots of servers (more than 50), millions of objects swapping in and out of a page or thousands of content authors should look more closely at Java-based software that's interoperable with other vendors' products. Companies such as Vignette, Documentum, Interwoven and even portal player BroadVision would fit the bill — admittedly at a higher price. However, Vignette has noticed Microsoft's limitations and responded by offering a "six-pack" solution designed for six servers.



PIMM FOX is *Computerworld's* West Coast bureau chief. Contact him at [pimm\\_fox@computerworld.com](mailto:pimm_fox@computerworld.com).

**Quick Link**

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"Microsoft's content management products are focused on core functionality for traditional content management, authoring, workflow, permission and templates," Latham says.

Basic document creation and publishing in conjunction with a portal is fine, but CrownPeak Technology offers that and more, with the cost savings of an ASP model. There's little argument that Microsoft's SharePoint and commerce server are a nice little portal suite, but it isn't enterprise-class stuff. The company's inflexible stance on interoperability is a sign it won't recognize the difference between content and information. ▶

ALEX TORRALBAS

## Events of Sept. 11 Show That IT Has Heroes, Too

**W**ITHIN A DAY of the horrors of Sept. 11, mixed in with all the other thoughts and emotions, I found myself asking, "How are these companies going to get up and running in a hurry?" Any company that faces a disaster of the magnitude faced by those in lower Manhattan has a critical job to do, and these companies have the distinction of being critical to the whole world's economy.

The IT challenge of recovery, so well covered in *Computerworld* in the immediate aftermath of Sept. 11, was, and still is, monumental.

Some of the biggest companies kept ready-to-go backup facilities. Most couldn't afford such a fail-safe strategy but managed through ingenuity and hard work to regain some semblance of normalcy within days.

One of the more clever solutions was a brokerage that took over a midtown hotel. The hotel has high-speed Internet connections in each room: instant offices. The ballrooms are wired: instant cube-land.

The key part of every story that day was the human element, and that was certainly true of the IT stories. These companies depended on IT staff for



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their survival. That was true before Sept. 11, but IT really had to come through that day, and it did. Amid the tragedy and heroism, the stories of those who strung LAN cabling, cloned servers from backups and prepped PCs fresh out of boxes may not sound like much. But it's what IT has al-

ways done: make business possible.

If anything good can come out of Sept. 11, my hope for IT is the overdue recognition that the men and women in the data center, at the help desk or at your desk fiddling with a pesky CD-ROM matter more than you ever imagined. On a daily basis, they keep business in business.

When the sales hotshot announces a new customer, requiring that the whole infrastructure double in capacity, improve in service and reliability, and deliver the goods in two weeks, he gets a bonus and a promotion, but IT has to call home to apologize because, "You may not see a lot of me for a while."

I spend a lot less time in the IT trenches than I did a couple of years ago, but I'm still there enough to know that, too often, we're seen as lit-

### HR Screening Is Weak

**T**HERE'S a reason Vince Tuesday is getting three-page résumés ["Security Manager Explains How Not to Get a Job," Technology, Oct. 8]. Applicants have learned that many résumés pass an HR screening that is either automated or done by a human not much brighter than a 486. You need the right keywords, so you put them all in. One interview I had stated that "Ethernet" and "SQL" were required.

When I tried to figure out during the interview if they meant ability to make Cat 5 cables or general knowledge of networking, the HR person didn't know. HR also didn't know whether "SQL" was supposed to be Structured Query Language, SQL Server or something else. Turns out these were keywords in the contract, with no further explanation.

**Joe Della Barba**  
Network engineer  
RSIS Inc.  
Baltimore

### Thanks for Solutions

**I**N THE OCT. 15 Storage Knowledge Center, "Old-Fashioned Me-

dia Have Advantages for Long-Term Storage" is absolutely the best article I have seen recently on the partnership required between IT and records management to successfully accomplish the task of preserving and providing efficient access to corporate information assets. Your points are right on target, and you provide some guidance for solving the problem.

Most articles just focus on the problem; we all know that we have the problem, but we need to be directed toward solutions. If IT, records management and business unit managers work together, corporations can address these issues, implement efficient methodologies and then get back to their true missions.

Thank you for highlighting solid steps toward that solution.

**DeBe R. Wantzoben**  
ARMA board chairman  
San Antonio chapter

### So Long to Loyalty

**T**HE FOLLOWING line in the article "Return of the Dot-Gones" [Business Careers, Oct. 1] caught my eye: "Job loyalty may

be more than a slightly brighter version of the building maintenance staffers who replace bulbs and reset security keypads. That may seem overly harsh, but I'm going to bet that there's a bunch of you out there in IT who have felt that way at one time or another.

Certainly in the corridors of power, notwithstanding those with the fancy CIO title, IT has almost zero influence, power, prestige or say in corporate life, at least outside of dot-com companies, which are almost entirely dependent on IT.

That was a bit of a trick sentence, because all businesses today, in one way or another, are totally dependent on IT. Corporate America really needs to reward this where it counts most, with respect and thanks, certainly, but also with a place at the boardroom table, with a real voice. ▶

## READERS' LETTERS

soft is all about going back to the well.

**Bill Verzel**  
Vernon Hills, Ill.

### XP Warrants Aversion

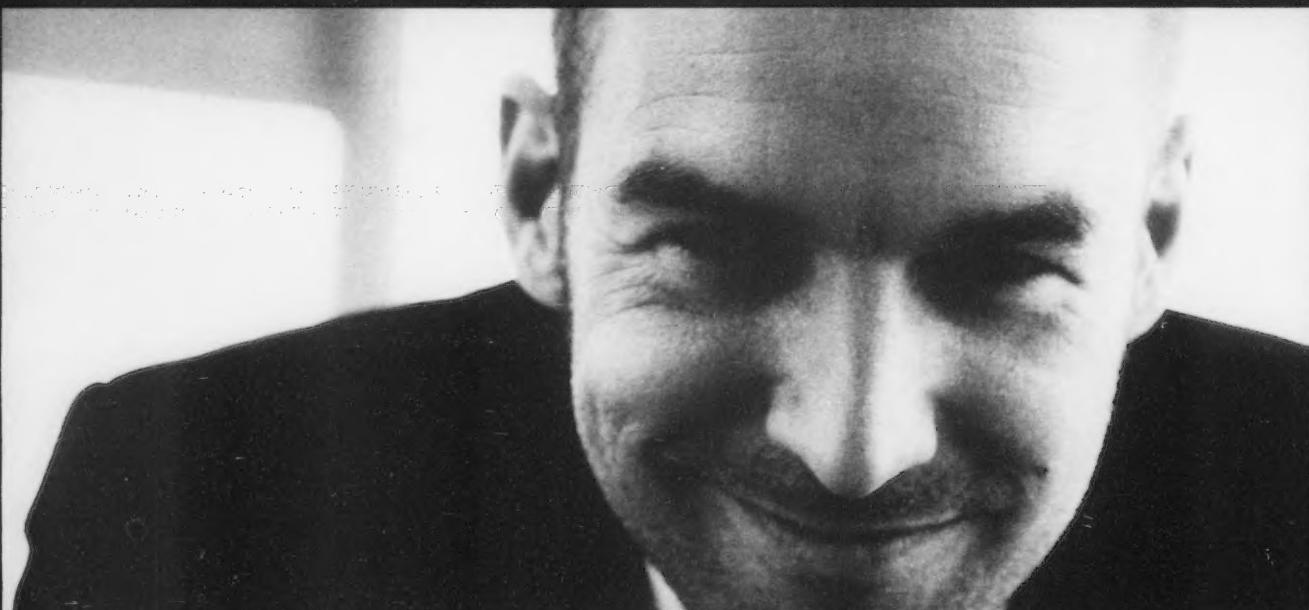
**O**NE KEY to corporations' aversion to upgrading to Windows XP is Microsoft's licensing changes ["Corporate Users Cool to Windows XP," Page One, Oct. 8]. I want my upgrade path to be in my control, and I want it to be affordable. When will I upgrade beyond Windows 2000? When I'm able to cost-justify the feature sets, performance gains in the software, and deployment costs and challenges.

**Cameron Rose**  
Boise, Idaho

**C**OMPUTERWORLD welcomes comments from its readers. Letters will be edited for brevity and clarity. They should be addressed to Jamie Eckle, letters editor, Computerworld, PO Box 9171, 500 Old Connecticut Path, Framingham, Mass. 01701. Fax: (508) 879-4843. Internet: [letters@computerworld.com](mailto:letters@computerworld.com). Include an address and phone number for immediate verification.

### Quick Link

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# BUSINESS

## THIS WEEK NEWBIE MANAGERS

There aren't many IT Management 101 courses out there, but there are steps that first-time supervisors can take to run meetings, control projects and work effectively with business counterparts. **PAGE 24**



## WHO'S THE CIO'S BOSS?

In the debate over whom the CIO should report to — the CEO or the CFO — passions run deep among IT leaders like American Stationers' Ergin Uskup. **PAGE 28**

## COMMUNITY CREATORS

Online community managers are the critical link between your Web site and your audience. But they rarely come from IT, which creates challenges for IT managers who may supervise them. **PAGE 34**

## CAREER ADVISER

Computerworld's Fran Quittell answers reader questions about the IT job markets in Boston and New York and opportunities in business intelligence. **PAGE 36**

## RESTORING IT NEAR GROUND ZERO

What it's like to work in IT at Merrill Lynch in the aftermath of the Sept. 11 attacks. **PAGE 38**

PAUL GREENBERG

## CRM for the People

**C**USTOMER RELATIONSHIP MANAGEMENT is in need of changes — fast. Wrong perceptions and bad execution could take it down a path it doesn't need to go. Who can we blame? There are the vendors that mistakenly aim their marketing and sales pitches at their potential customers' CFOs and vice presidents of IT, then whip customer expectations too high with promises of products they haven't yet released. How about the systems integrators and involved in package selection from the beginning. The natural leaders in departments, those whom staffs look up to, should be the departments' representatives on the customers' steering committees. This empowers the end users into becoming evangelists who can excite their colleagues about using the CRM applications.

Then we have the vendor salespeople who, in the name of getting the deal, promise customers technical wizardry that simply can't be done. And what about user CFOs who want a return on investment in unconscionably short time periods? Or analysts who make their recommendations with far too much emphasis on CRM package functionality?

Finally, we have end users who don't want to use the newly implemented applications because they've been using Excel for years.

These mind-sets lead to CRM's oft-quoted 55% to 75% failure rate.

If changes on all sides aren't made, CRM will hit the same walls that ERP hit two years ago. The irony is that many leading CRM vendors are also leading ERP purveyors — particularly PeopleSoft, Oracle and SAP. Painful lessons can be learned from their past two years. Some have taken steps to fix their problems (PeopleSoft), some haven't (Oracle), and some are just coming into the CRM picture (SAP). These same scenarios also apply to pure CRM companies, such as Siebel. The basic message: Make CRM work now, before it becomes ERP redux.

Don't get me wrong, CRM is a superb value. The people who make and sell the software are fine human beings. But the rumbles are there, the problems exist, and we need to push for change.

What might those changes be?

First, the obsession with CRM functionality needs to end. If you overlap the major vendors' applications, you find that most of the functions are identical. How well that functionality works is more important than how much of it there is.

Second, vendors and potential customers should focus on the end users, who should be part of the stakeholders' team

Third, systems integrators and vendor salespeople should promise just the earth, not the stars. They should remember that they're not just landing a deal; they're also striking up an ongoing relationship with a customer that's expected to satisfy both parties. But at the same time, the customer should remember that vendors and integrators need to make a profit. Fairness, a seemingly elusive goal, does and can exist in these deals.

Fourth, CFOs need to stop trying to get immediate ROI. CRM systems are large and complex. Changes in the corporate culture are required before they will work. CFOs should be thinking strategically, not small.

Fifth, analysts need to use their formidable power wisely. Be less concerned with the CRM vendor's position in the standings and more with application usability. The functions of a CRM application are less important than how easily and transparently the end user can access that functionality. The regard that users have for the value of CRM applications is more important than a vendor's rank, despite what vendors or analysts may think.

Finally, to end users: Just use the thing. It's to your benefit. Whether you've been at your company 30 years or three weeks, CRM can provide outstanding results. Spend the necessary time to learn how it works.

If all this happens, CRM can be the blockbuster of 2002.

If it doesn't happen, it will be 2002's busted block. ▶



PAUL GREENBERG is executive vice president at Live Wire Inc., a CRM-focused consulting firm. He's also the author of *CRM at the Speed of Light* (McGraw-Hill, 2001) and is working on its second edition. Contact him at [pgreenberg@live-wire.net](mailto:pgreenberg@live-wire.net).

**I**MUST HURRY, for there they go and I am their leader."

It's just an inspirational quote that Theresa Senter spotted on a co-worker's wall, but she hasn't been able to get out of her mind. The quote captures the essence of what makes a true leader, says Senter, director of global infrastructure services at The Coca-Cola Co. in Atlanta. It's someone who can point employees in the right direction and let them take charge from there.

"I love riding with them," she says. "It's a partnership, not a hierarchy."

Words to live by. But such wisdom typically isn't handed down to new leaders when they take on their first management jobs. Good management training courses provide some guidelines, but it often takes years before the pieces start to come together and the job makes sense, say veterans.

"It's something we do a poor job of in general," Senter says of management training. "So many times we go, 'Poof! You're a manager.'"

Running meetings, balancing budgets, selling executive boards on ideas, counseling troubled workers and negotiating inter- and intradepartmental battles: New managers can easily find themselves overwhelmed by their new roles. It can be tough work, but Senter's advice is to keep it simple. Everything boils down to the business and the people, and a good manager puts them above all else.

A favorite management technique for Peggy Fechtmann, senior vice president of IT services and CIO of corporate systems at New York-based Metropolitan Life Insurance Co., is to give workers what she calls "stretch jobs," roles that accomplish a major goal for the company and force employees to stretch themselves beyond what they think they can handle.

"Some people see it as burdensome," she says.

"Some people see it as the challenge they've been looking for."

For instance, Fechtmann's department recently finished developing a new accounts-payable and asset-management system for Met Life. It was a "big, cornerstone project" that was slated to expand to all of Met Life's subsidiaries, and it came with a \$20 million price tag, says Fechtmann. As the project wound down, Fechtmann asked one of the project leaders a difficult question: If he knew ahead of time what the project would entail — 15-to-18-hour workdays and major headaches — would he do it again?

"He said, 'I wouldn't have missed it for the world,'" Fechtmann recalls. "This guy will never be the same as a result of what he went through: the exhilaration and the sense of satisfaction. To me, that said it all."

#### Words to the Wise

To be a good manager, you must be able to motivate your staff, says Senter. The question remains, How do you do that? The key is to learn to listen to workers and, sometimes, to hear things that aren't said, explains Fechtmann.

A manager also needs to learn how to be heard by executives, Senter adds. It's critical that IT managers learn business-speak in order to secure needed support from senior management.

"You don't talk about servers and megabytes and bandwidth," she says. "You talk about how the

## Running Sharp Meetings

- **Before calling a meeting,** be clear about the outcome you hope to achieve.
- **Outline a specific agenda,** time frame and list of key stakeholders who should attend.
- **Set a time limit** for the meeting and encourage participants to mull ideas before the meeting.
- **Start the meeting** by going over the agenda, reminding participants of the goal and asking them to stay on course. If someone veers off the topic, call a "time-out," restate the agenda and ask participants to save other topics for later.
- **At the end of the meeting,** summarize the findings, come up with an action plan detailing next steps and delegate the tasks to participants.
- **After the meeting,** compile that information into a memo for participants and ask them for feedback or other thoughts that weren't captured in your summary.

business benefits from those things."

Reading annual reports and other management materials can help IT professionals speak the language of business, she says. It's also a good idea to get close to the company's human resources and public relations staffers, because they can help you learn how to get your message across to senior leaders, says Senter.

Craig Washington, an IT manager for the past three years in the New York office at Barclay's Capital, has come up with a game to help his staffers communicate their technical work in general business terms. Every so often, he has them describe something, like a pen, without actually using the word pen. He also makes a point of shifting people's jobs around — such as switching a business analyst in the commercial banking group with a business analyst who works in the asset management division at the bank — so they can see the different aspects of the business and understand how everything fits together.

On the project management end, Washington

# Poof! You're a Manager

Here are some ways new supervisors can motivate workers, manage projects and communicate with business counterparts effectively. By Melissa Solomon

stresses the importance of involving end users in project development. That makes them stakeholders, and "they become your best salespeople," he says.

Mark Hedley, senior vice president and chief technology officer at Dallas-based Wyndham International Inc., has taken that approach a step further: He's created a formal system for involving users in the development process. He breaks his projects into five-section strategic plans, with 90-day increments for each step.

While such techniques help managers get a handle on day-to-day operations, a good leader also needs to step back and look at the big picture. Sometimes, that means being brave enough to question current processes, says Fechtmann.

When she starts a new job, she throws all assumptions out the window and asks two questions: Are the clients' needs being satisfied, and what does her group need to do to ensure that their needs will be satisfied in the future? If their needs aren't being met, Fechtmann may move responsibilities around,

ax an existing project or launch a new one.

"Who's to say that the status quo is where we want to be?" she asks.

One of the most difficult questions a manager faces is how much to involve employees in decision-making. A good manager knows how to communicate with workers and take feedback from them. "But then you have to be willing to say, 'This is the way we're going to go,'" says Fechtmann. "You can't get stuck in analysis paralysis."

But, she adds, the best managers are comfortable with the fact that they don't have all the answers.

"It's a process you work on every day," she says. "You're never finished." ▶

## Quick Link

To learn more about the tough, yet rewarding, world of being a manager, go to [www.computerworld.com/q?24079](http://www.computerworld.com/q?24079). Mark Hedley had just started as Wyndham International's chief technology officer in May 2000 when he discovered that the company was cutting its workforce by 37%. To find out how he dealt with it, go to [www.computerworld.com/q?24080](http://www.computerworld.com/q?24080).

## Tips For New Managers

**The best advice for new managers:**  
Do unto others as you would have them do unto you. But on a more practical level, the following can go a long way toward building a solid manager/employee relationship:

- **Don't make promises you can't or won't keep.** One of the worst things you can do is promise a bonus or reward that you never give.
- **Don't offer inappropriate rewards.** Giving a coffee mug to a worker who led a \$20 million enterprise resource planning initiative is more of an insult than a reward.
- **Reward ambitious workers** with important projects or tasks.
- **Set aside time to meet with workers** to talk about how things are going both from their perspectives and yours.
- **Ask workers about their career goals** and whether there's anything you can do to help them reach their objectives.
- **Offer your top performers** the chance to participate in a training course of their choice.
- **Ask workers about their hobbies** and interests and then reward their good work with gift certificates to match those interests (for example, museum passes for a history buff).
- **Comment on good or bad work right away.** Don't save everything - positive and negative - for one big feedback session.
- **Don't assume good workers know how much they're valued** just because you never give them negative feedback. A sure-fire way to get someone to stop performing well is to ignore them. Tell them specifically why their work is so valuable.
- **Take your role as manager seriously.** Don't put off bonuses or rewards or downplay the importance of performance evaluations.



**The new Web site must:**

- 1) Understand and interact with customers**
- 2) Manage supplier relationships online**
- 3) Not ruin your life**



\*Netcraft 2000—Includes Web sites running on previous versions of Microsoft Windows and Microsoft Commerce Server. © 2001 Microsoft Corporation. All rights reserved. Microsoft and BizTalk are either registered trademarks or trademarks of Microsoft Corporation in the United States and/or other countries. The names of actual



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## In the debate over whom the CIO should report to — the CEO or the CFO — passions run deep. By Lee Copeland

**E**RGIN USKUP talks to the CEO at United Stationers Inc. on a daily basis, and he wouldn't have it any other way.

Uskup — the CIO at the Des Plaines, Ill.-based office-supplies wholesaler — reports directly to CEO Randall Larrimore. At his previous CIO post at Baxter Healthcare International Inc., Uskup reported to the chief financial officer.

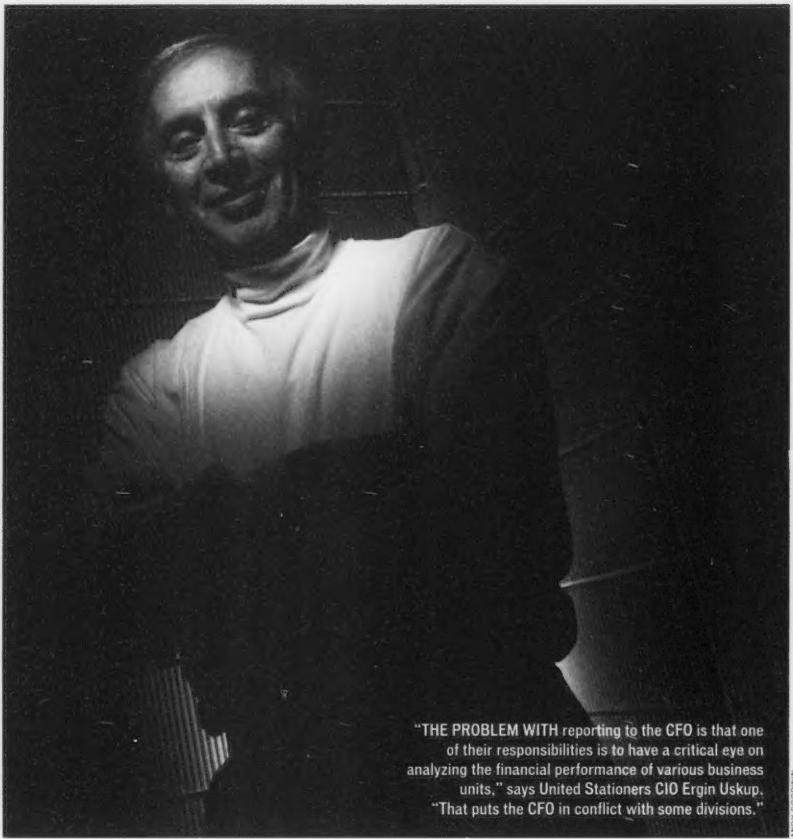
While Uskup has nothing but praise for his former boss, he also says working under the scope of the CFO isn't the best place for a company's IT leader.

What difference does the corporate pecking order make on delivering strategic IT? A big one, say CIOs such as Uskup, who believe the best way to pave a successful e-business road map is to give the CIO a direct line to the CEO.

"The problem with reporting to the CFO is that one of their responsibilities is to have a critical eye on analyzing the financial performance of various business units," Uskup explains. "That puts the CFO in conflict with some divisions, whereas the CEO is in charge of the whole organization, so you're servicing the whole organization."

The debate itself isn't new. CEOs have been struggling with IT's rightful place within the corporate hierarchy for years. Computer systems became entrenched within the corporation more than 30 years ago. And since most of those systems aided in number crunching, it's no surprise that the CFO was

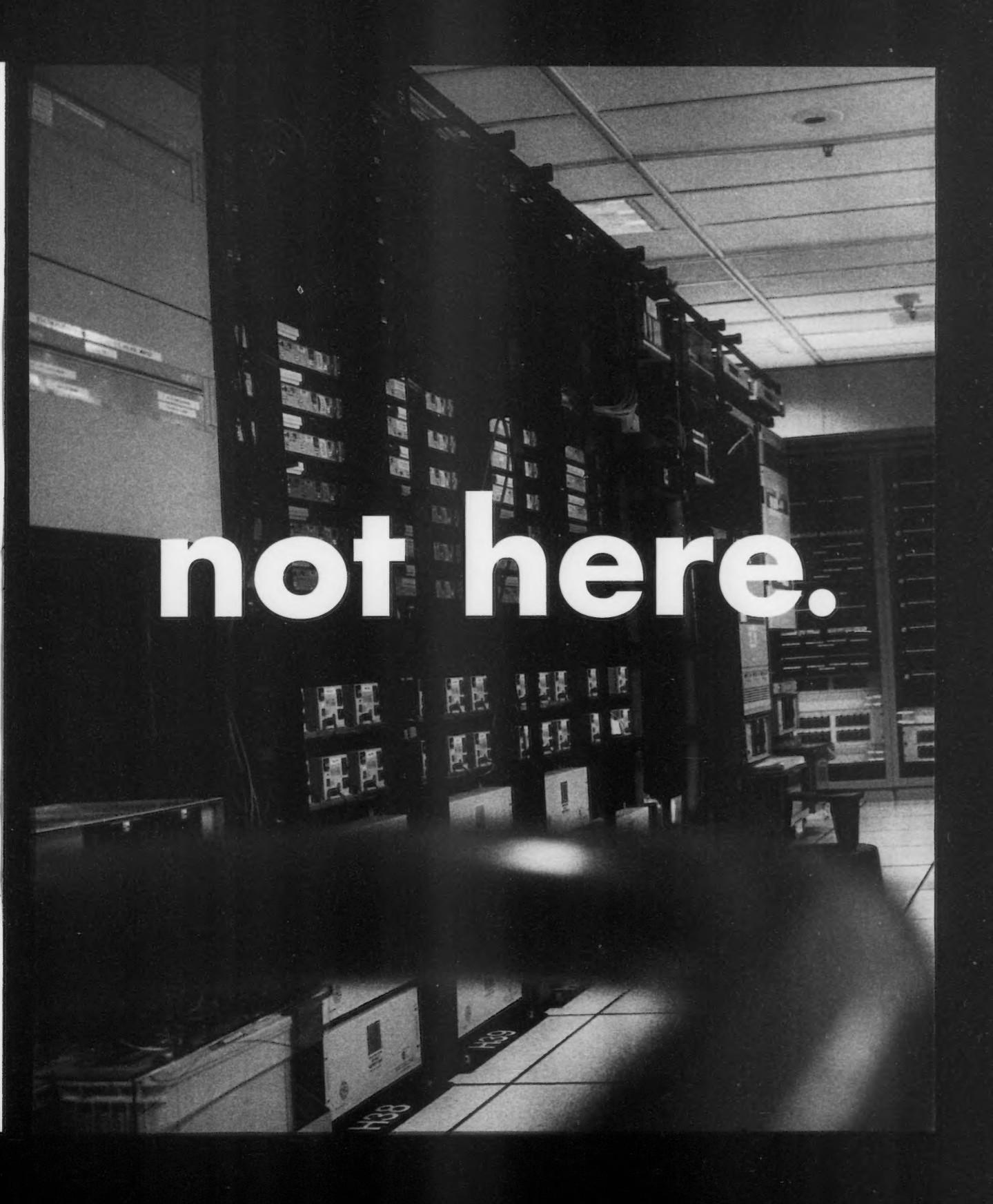
*Continued on page 32*



"THE PROBLEM WITH reporting to the CFO is that one of their responsibilities is to have a critical eye on analyzing the financial performance of various business units," says United Stationers CIO Ergin Uskup. "That puts the CFO in conflict with some divisions."

ANDY GOODMAN

# Best Boss FOR THE CIO



not here.



here.

## **infrastructure: it starts with you.**

When you left the office last night, you worked for a Midwest-based enterprise humming nicely along with ten accounts.

When you walked in this morning, you were greeted by an e-mail announcing that you just landed a new piece of business—which happens to be bigger than those same ten accounts combined.

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# Best Boss

*Continued from page 28*  
charged with supervising IT expenditures.

That relationship is "a loss for the business, in terms of the exchange of information and prioritization of resources and investments," says Ed Bell, CIO at investment brokerage Commonwealth Financial Network in Waltham, Mass. Bell, who reports to the president of his company, expresses the viewpoint of many top IT chiefs. "What is lost is that the CIO won't know what the CEO is pushing toward and won't have the ability to directly educate the CEO as to what other opportunities exist," he says.

The debate typically hinges on whether to view IT as a cost center like human resources or as a critical part of a company's operations, which is a designation that's usually reserved for departments that generate income.

"There is always the complaint that reporting to the CFO makes the CIO strictly an extension of cost controls and financially driven exercises," says Tom Pettibone, managing partner at Transition Partners Co., a management consulting firm in Reston, Va. "The CIO used to be out of the main line of business, so it was generally more of a staff role."

Dave Weick, CIO at McDonald's Corp., echoes similar sentiments. But, at the \$14 billion fast-food giant in Oak Park, Ill., the CIO does report to the CFO.

"When a CIO reports to the CFO, IT is often viewed as a staff function and cost center," says Weick. "I believe IT is an investment, not an administrative burden or a cost to reduce."

When Uskup was CIO at Baxter Healthcare, from 1986 to 1993, he reported to Bob Lambrix, who was then CFO at the \$7 billion health care provider in Deerfield, Ill. Uskup describes Lambrix as an unusual CFO who took a strong interest in IT, even taking technical classes at Northwestern University.

But eight years later, Lambrix, now CEO of Denver-based US Medical Inc., says times have changed. "Finance used to be the backbone, and everything flowed through finance," Lambrix recalls. "The role of the CIO at the corporate level has changed. The CIO no longer has mainframe-processing responsibilities. IT impacts all functional areas."

Lambrix names better lines of communication and more strategic IT efforts as the advantages that stem from a direct CIO/CEO relationship.

## CIO Consensus

Computerworld asked several CIOs what difference the corporate reporting structure really makes. The consensus: Reporting to the top executive has its advantages.

Catherine Maras-O'Leary, CIO for Cook County, Ill., a jurisdiction that includes 126 municipalities, reports to the president of Cook County's Board of Commissioners. That reporting structure makes it easier to embark on longer-term infrastructure improvements and technology projects that have longer returns on investment, she says.

"It's more advantageous to report to the CEO than the CFO," O'Leary says. "The CFO can be contrary to

what CIO goals are, but his pay is based on financial bottom-line numbers. If a technology is harder to install than originally thought or if the budget rises, that's the angst of a CFO."

Three years ago, for example, Cook County launched an ambitious project to provide online access to property survey and assessment data. Maras-O'Leary says it's not something a CFO typically would sign off on. "It's like the plant manager who doesn't do preventative maintenance because his bonus is tied to lower reporting costs," she says.

But there are also situations in which reporting to the CEO isn't the best option, says Mark Zorko, a partner at Tatum CFO Partners LLP, an Atlanta-based financial officer outsourcing firm.

"I never met a CIO that doesn't think he should report to CEO," says Zorko, a former CFO. "Everybody

wants to report to the CEO because he's farther up the food chain."

Zorko believes that the CIO's place on the corporate organizational chart should be based on whether the company is in a growth or stable mode. For example, if the company is embarking on a major enterprise resource planning system or technology implementation project, then the CIO should report to the CEO because the project involves major process reengineering and thus significant organizational change, Zorko says.

But once the company shifts to maintenance mode, with no new technology systems slated for implementation and no anticipated major infrastructure changes, he says, the CEO should hand over the responsibility of managing the CIO to another executive, such as the chief operating officer or CFO. This is an "if" statement: Reporting to the CFO can and does work, if that individual is interested in IT.

"If the CFO embraces IT and understands the level of investments needed within the company, then it's a win-win situation," says Zorko. "But if the CFO doesn't have the time or the interest, it could be devastating."

## Right Job, Wrong Boss

But what about those CIOs who want to rewrite the corporate organizational chart and pencil their names under the CEO's direct report list?

Seeking to change the reporting structure can create irreparable political problems within an organization for an overly ambitious CIO, says Pettibone. Instead, he recommends that CIOs evaluate the reporting structure and set the condition for joining the executive management team during the interview stage with a new potential employer.

"Your chance to get a seat on the operating committee is during the job interview," says Pettibone. "It's your best bargaining time. If it's not known when you walk in the door, it may take a lot of effort to change once you've started working."

And while most CIOs polled by Computerworld named reporting to the CEO as their first choice, not everyone was downbeat about not reporting to the top executive.

John Carrow, a CIO who reports to the CFO at Blue Bell, Pa.-based Unisys Corp., says that relationship provides greater insight into budgetary issues and additional focus on the bottom line. "One of the CIO's primary responsibilities is to continually focus on reducing the cost of running the business," says Carrow. "The only reason to implement new technology is to increase revenue, improve the customer's experience or to lower the cost of operations."

Regardless of where the CIO ends up within an organization, Weick advises forging a close working relationship with the CFO. "Any reporting relationship can work if the individual is a good communicator," he says.

CIOs who report to a CFO should request the latitude to reach out to other parts of the business to help prioritize IT spending, suggests Bell.

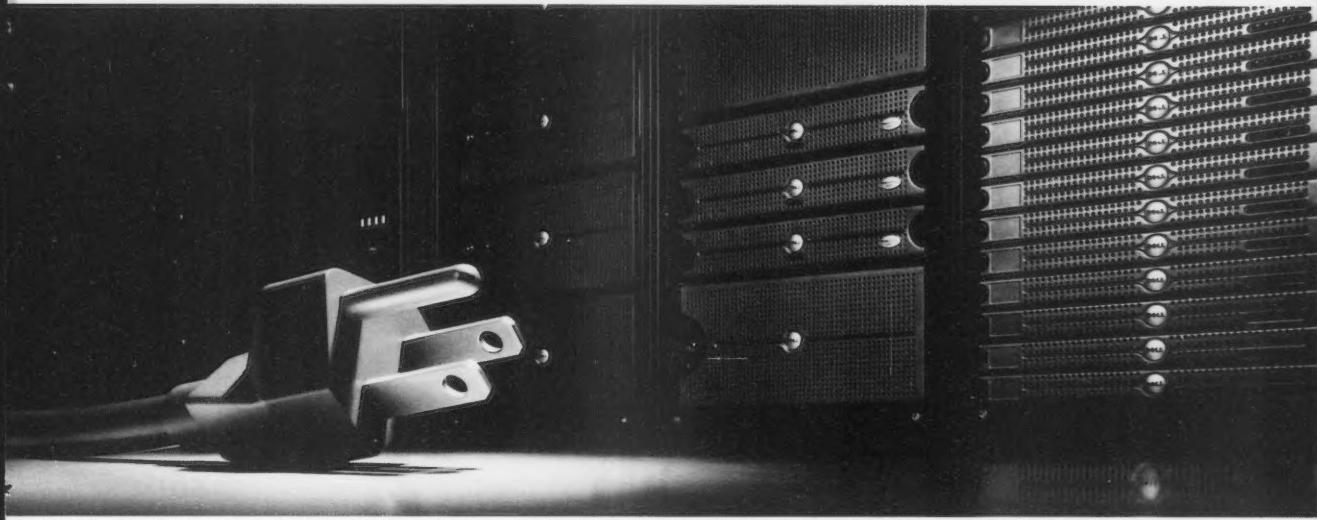
Along those lines, Pettibone, formerly CIO at New York-based Philip Morris International Inc., adds: "Things are improving because CEOs realize that IT is a key ingredient to business. But what's most important is the individual, more so than a role or title." ▶

## Making Nice to Your CFO

Most CIOs told Computerworld that they'd prefer a direct line to the CEO, but the top IT post at many firms reports to the CFO. Here are some tips on making the best of that relationship:

- **Negotiate a seat** on the operating committee or an executive committee.
- **Forge a strong relationship** with the CFO. It could later aid in getting funding for IT projects.
- **Request the latitude to meet with different departments** to get a better understanding of how IT spending should be prioritized.
- **Hone your communications skills** to effectively communicate with and educate the CFO on the strategic importance of IT to your organization.
- **Show real-world positive examples of strategic projects** already under way in your industry whenever possible.
- **Keep an eye on implementing IT cost reductions** when warranted, so your CFO won't have to usurp that duty.
- **Develop good measures** to demonstrate that there's a strong return on investment for IT expenditures.
- **Align IT projects with the CEO's vision** for the company.

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## Online community managers are the most important link between a Web site and its audience. But the non-IT background of many such managers make them a challenge for an IT manager to oversee. By Minda Zetlin

**E**ACH MORNING before leaving for work, Ann Lombardo, community director at New York-based WeightWatchers.com Inc., signs on to the site and spends a few minutes reading the previous evening's posts to its public forums.

"I look to make sure people are adhering to the site's terms and conditions," she says. "We want to make sure it's a safe environment for everyone. Then I hear from my boosters [part-time employees who monitor the forums] and see if they've encountered specific problems."

Lombardo also mines this user-generated content

for ideas for articles that could run on the site.

"They might start asking each other, 'What do I do when I reach my goal weight?' So when I meet with the content team about articles, I can suggest that as an article they could put up that would be of interest to users," Lombardo says. "By the time I get to work, I have a list of things I want to look into."

They may be known as community managers, community directors or even community producers. But whatever they're called, online community specialists oversee the community portions of their Web sites — in other words, anywhere on the site where there is human-to-human interaction.

Community activity can take the form of message boards, live chat, special chat events or customer reviews. Like Lombardo, community managers may oversee staffs of remote, part-time chat hosts and message board moderators. Or they may work with volunteers or be responsible for reading user messages themselves.

More than anyone else, community professionals have a finger on the pulse of their sites. They're usually the first to recognize user concerns, preferences and dislikes. And for this reason, they're often involved in sitewide planning efforts, new product launches and redesigns. Most report that their workdays fall well outside the usual 9-to-5 parameters.

"Even on weekends, I do a walk-through every morning," says Kate Leighton, director of community development for MyL-to-L.org, an information-exchange site for fundraising officers at nonprofit organizations. "The Net is 24/7, and it's not unusual to get a phone call at 11 p.m. from a message board moderator who's encountered a problem."

On the other hand, because so much of the work takes place online, these jobs are highly suitable for nontraditional work arrangements, such as telecommuting, flextime and part-time schedules. For example, although MyL-to-L.org is located in Washington, Leighton does her job from her home office in Ed-

# Creators of ONLINE Community

Online community manager is such a new job that there are very few places to learn how it's done. The best teacher is experience, actually working and spending time in online communities. How can aspiring community workers get started in the industry?  
**By Bill Pfleig**

## How to Cash In

**1 Get Involved.**  
Begin by immersing yourself in various online communities. Be an online participant, chatting and posting to message boards. Make sure that you're comfortable communicating online — and that you're good at it. I always hold my first interview with a prospective community staff member in a chat room to see how that person comes across online.

**2 Get Experience.**  
As in many professions, there's a catch: To get a community job, you have to have experience working in a community. Fortunately, in this field, there are many opportunities to volunteer, which can give you the experience you need. I tell people they should volunteer in an online community for at least six months to a year before seeking a paid position. The job entails far more than just being a good "chatter."

# BUSINESS CAREERS

monton, Alberta. She earns an hourly fee and works more than full time some weeks, less than full time others, depending on what's happening on the site.

Community managers vary widely in background. Lombardo, for example, started out as a member of Weight Watchers. Once she reached her goal weight, she became a meeting leader for the company.

On her own initiative, Lombardo began an e-mail listserv for her members. She was the perfect candidate when the site needed a new community manager because she had already mastered the intricacies of how people communicate online.

On the other hand, Lombardo acknowledges that she knew next to nothing about technology. "I didn't know a nav bar from a bread crumb. A server was something you put hors d'oeuvres on," she says.

The Weight Watchers online community works, she explains, because she gets excellent technical support from the Weight Watchers IT team.

Other community managers, like Leighton, became community experts first (usually by volunteering and working part time online), then found jobs where those skills would be recognized and paid for.

In many cases, the most active members of an online community (that is, those who post frequently, get involved in chats and tend to answer lots of questions for less experienced community members) evolve naturally into paid community professionals.

However they get there, successful community managers must have good people skills, say industry experts. They also must be very comfortable — and highly proficient — at communicating in the online environment.

Since being a community manager is a high-touch, people-oriented profession, supervising these people can be a challenge for a traditional IT manager. Many organizations recognize this by having the community manager report to a vice president of, say, product development or marketing.

IT managers who do find themselves in charge of a community professional or team should hire someone with demonstrated community skills and work with that person to set objective goals — such as growth in the number of registered members, for instance.

Community experts add that a good community manager also needs to have a solid understanding of the technology that makes message boards and chats work. "You don't need to be a programmer, but you do need to understand what programmers' constraints are and be able to brainstorm with them," says Anne-Marie DiNardo, community producer at



JONATHAN TALMADGE

**I didn't know a nav bar from a bread crumb.**

ANN LOMBARDO, COMMUNITY DIRECTOR,  
WEIGHTWATCHERS.COM

C-SPAN in Washington. "Another skill you need is information management. A lot of information is available. How do you organize and present it so the result is something people can use easily?"

As with many high-tech professions, it also helps to have some business knowledge. More and more corporate leaders are evaluating each area of their Web sites, including communities, in return-on-investment terms.

"[This year] is a lot different from 1997," notes Anne McKay, community manager at Yonkers, N.Y.-based ConsumerReports.org, the Web-based counterpart to *Consumer Reports* magazine. "Now it's important to have some business training."

Community managers promoted from within can often bring a deeper understanding of the business than those hired from the outside. However, they may lack expertise in community management. On the other hand, a seasoned community professional from the outside can bring community management skills but may lack familiarity with the business. That's why it's often a good idea to hire site users who have demonstrated proficiency at using message boards and chat — they bring a combination of community skills and familiarity with the product.

Because the profession is so new, there's no such thing as a typical community manager salary, and most experts shy away from giving a specific range. Figures that were discussed for this article ranged from \$50,000 to \$150,000, and perhaps more for a really high-profile site.

Like all Internet professionals, online community specialists have faced layoffs, cutbacks and a contracting job market in the past several months. But the long-term prospects for the profession are excellent according to several industry observers.

"We're predicting that by 2005, more than half of all Fortune 1,000 companies will have launched communities," says Brian Smith, research director at Gartner G2 in San Jose, a unit of Stamford, Conn.-based Gartner Inc.

Jim Cashel, editor of the online industry newsletter "Online Community Reports," says that, while advertising-supported communities are cutting back, new online communities for internal or business-to-business sites are being launched every week.

What are the advancement paths from the community manager's job? Some people may be promoted to management positions in marketing, but most are likeliest to see their responsibilities expand if the community itself grows, bringing new offerings, greater management attention and an expanded staff.

Other than that, community managers can move up by going to a different employer with a larger community, or over to the vendor side, where software and consulting firms need community experts.

But most community managers say they were drawn to the job not because of the potential for advancement but because they find working with people online enjoyable.

"I feel like I could do this forever," McKay says. "I think I have more fun here than anybody. Every day when I come in, it's as though there are 25 people in my office waiting to tell me something interesting."

Zetlin is a freelance writer in Woodstock, N.Y.

## 3 Get Training.

There are few formal classes, but you can get most of the training you need on the job. Be sure to volunteer at a site where they will train you. Although some of your training will be specific to that site, most of what you learn will be useful in all online community settings. If possible, volunteer at more than one site at a time to get a wider perspective.

## 4 Get a Job.

The next step is to go hunting for a part-time community job. Most of these can be scheduled to fit into your spare time. Two good sites to find out about openings are CommunityManager.net and OnlineCommunityReport.com, where you can also network with people in the industry. Once people get to know you, they'll be more likely to hire you.

## 5 Get Inside.

Once you're working part time as a chat host or message board moderator, make yourself available to take on more. Spending time in responsible roles like shift coordinator or chat scheduler will give you better access to the in-house managers and give you insight into what it takes to run a community. This will also make you more noticeable when a better job opening occurs.

Pfleger is the CEO of CommunitySeed.com Internet Consulting in Kingston, N.Y., which specializes in creating and managing online communities. He has more than a decade of work experience in online communities. He was formerly director of community at the Lycos Network and the alternative health site OneBody.com.

## "Dear Career Adviser:

*I have a master's degree in information science and a Ph.D. in economics. I also have three years of experience at IBM's Pittsburgh lab working on WebSphere. My duties involve code debugging, building and testing. I'm familiar with Unix platforms, Windows 2000 and Windows NT, coding in Java, C and C++, Perl, and Unix shell scripts.*

*I would like to work in Boston or New York, moving from systems to application programming, and combine my economics and computer software backgrounds. What are my chances for landing a job?*

— LAB ECONOMIST

### Dear Lab:

Unfortunately, you have two big hurdles to overcome, notes Mark Dinowitz, president of The Edgewater Group Inc., a recruiting firm in New York. One is the current weakness of the financial services marketplace in New York and Boston. The second involves moving from a lab into the commercial world.

Were market conditions better, counsels Dinowitz, companies might

hire you for application programming work, depending on the strength of your Unix, C++ and Perl skills. Even so, that would require at least two years' experience working on financial-related projects, including work on enterprise-level applications or an electronic trading system.

Considering the market and your skill set, your best move might be to stay put, at least for now. In the meantime, take courses that will help you move over to the financial applications world.

### Dear Career Adviser:

*I have seven years of progressively responsible IT experience, moving from human resources management systems to five years of Lotus Notes/Domino de-*

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velopment experience. My SQL skills are good, and I have more than five years of solid hands-on experience with Access, SQL Server, Oracle and Crystal Reports development. I would like to get out of the groupware business and move into business intelligence and online analytical processing. How do I do it?

— NEXT MOVES

### Dear Next:

In this weaker market, employers will be looking for closer matches to their job vacancies and skill requirements, says Sastry Nanduri, vice president of engineering at OneChannel.net Inc., a Mountain View, Calif.-based company that provides business intelligence software for sales and inventory management. Therefore, making this move will depend on the strength of your development languages, your SQL knowledge and your exposure to data warehousing and other related technologies.

With your technical skills being on the lighter side, you might still get work as a business analyst. This requires database skills plus a good knowledge of business processes to enable a business to evaluate and select the appropriate tools and applications for its requirements. In this role, you should enhance your knowledge of the various business intelligence tools and technologies that are available, such as Business Objects, MicroStrategy, Cognos, Brio and Essbase.

With programming skills, scripting experience and strong SQL experience, you might find work as an implementation specialist at a business intelligence tool or application vendor. There, you will need to understand source systems and reporting needs and be able to write queries extracting relevant data. From there, you could possibly move into product development.

Since business intelligence is supported by extract, transform and load (ETL) tools and data warehousing, bolster your candidacy by getting trained in ETL applications such as Informatica.

### Dear Career Adviser:

*I'm an experienced software recruiter who's out of work. I have excellent Web knowledge, understand candidate*

sourcing and have in-depth experience with résumé management systems. Is this the right background to sell myself into a company in a human resources support role?

— TEMP TO PERM

### Dear Perm:

If you have worked inside a company and understand the end-to-end systems that support the hiring function, your strategy might work. However, you'll need to know more than just résumé databases and Internet sourcing.

SAP AG, Oracle Corp. and PeopleSoft Inc. all have major end-to-end human resource management systems (HRMS). These capture all the data elements regarding the total hiring process, from opening a requisition for a new position, posting the job and interviewing candidates to filling the position and bringing the candidate on board as an employee.

Obviously, becoming a PeopleSoft HRMS programmer requires a background in Java, C, C++ and HTML, plus five to 10 years' experience in the functional side of human resources, says Shelley Olson, vice president of PeopleSoft University.

But if you have a good background in recruiting, job posting, résumé retrieval and database systems, which are at the front end of the employment process, you might take a one-day HRMS overview and some specific module courses that will let you contribute to a true HRMS implementation.

On-demand courses cover specific modules on payroll, compensation and benefits administration. Or there are tools foundation courses where you can learn about transactional tables, the migration of data from a résumé management system into an HRMS, and data-mover scripts. Specific course work may include benefits administration, payroll, training and competency management, or, alternatively, you can take courses that show you how to integrate two different systems and understand the data elements you will need to map against the PeopleSoft system.

On-demand PeopleSoft courses cost \$100 to \$500 per course and can be found at <http://knowledgecenter.peoplesoft.com>. If you're truly interested in working internally, this added knowledge should be a plus. ▶



FRAN QUINTEL is an expert in high-tech careers and recruitment. Send questions to her at [www.computerworld.com/career\\_adviser](http://www.computerworld.com/career_adviser).

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MICHAEL JETZIN

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Computerworld's annual survey looks at the common elements found at the year's top companies, such as Avon Products Inc. (4 NO. 4, more).

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By Michael Jetzin

New iSCSI Fibre Channel storage devices are starting to become available, and the promise of faster speeds is being touted by some storage-area network makers, but analysts disagree on how useful they'll be in mainstream applications, more

**Microsoft's focus on its core technology products**

By Michael Jetzin

Computer Associates will focus on its core technology and product areas, including its software and services business units dedicated to industry and financial services in New York, more

**PeopleSoft shifts focus to Web-based sales**

By Michael Jetzin

PeopleSoft has shifted its focus to Web-based sales, which is part of a company-wide effort to move away from its traditional client-server architecture, one of its customers' PeopleSoft clients, but will also now include software acquired from last year's buyout of Vantive, more

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**Portals:  
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Fast on their way to becoming the primary way professionals share information, portals are red hot within organizations today. But to paraphrase a popular movie, if you build a portal, will they come? And if users come, will they stay?

The short answer is, "not necessarily." The reason is that firms don't always don't take a true customer-centric approach to building portals to assure an optimal user experience. Moreover, firms frequently underestimate the complexity of integrating legacy data and other information sources to be linked with portals.

"When building portals, you need to think in terms of end to end business outcomes and the complete lifecycle," notes Terry Hisey, V. P. and G. M., e-Business at Unisys. "The corporate portal begins with an alignment between business and portal strategies incorporating the right information, from whatever source, and delivering it in a productive and time-sensitive manner to a personalized interface."

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**WORKSTYLES**

## Restoring IT in an Upside-down World

**What happened in IT on Sept. 11?** "We were all evacuated and part of the mass exodus out of New York. My office was on the 34th floor of our building, and the evacuation process was pretty scary. There were so many people in the street, and many of us had friends or relatives in the World Trade Center.

"[In the days that followed], the next step was making sure we had our mission-critical systems back up and running. In a way, it was a blessing to have so much work to concentrate on rather than sitting at home watching [coverage on] TV."

"Fortunately, Merrill has made a commitment to teleworking, so a lot of people could get started at home, and we had alternate data centers, so many of our systems were unaffected. But we did have data centers that we had to replace. So we've been executing our contingency and recovery plans. Some of the technology that supports our corporate functions was in our headquarters, so we've had to re-establish the technology elsewhere."

**What were the IT priorities?** "The clear focus was being ready to support trading when the stock exchange reopened, and there was a lot of teamwork by another IT group to set up the trading center in Jersey City [in New Jersey]. In corporate technology, we were focused on the financial systems and treasury systems — the banking and funds-transfer systems."

**When do you expect IT to return to business as usual?** "We expect to be back in our building by November. From a technology perspective, one big question is how damaged our systems may be and what we need to do in terms of insurance claims. We're in very good shape with the way our systems are running today. So it's really just a question of how much processing we can move back into the building. Those are the questions we're starting to address, plus

network connectivity questions.

"We're a global organization, and we'll continue to operate that way, but an additional level of sensitivity is required. You come into Grand Central in the mornings, and it seems like business as usual. But then you go to lower Manhattan, and it's not. And as a country, it's not business as usual when we're bombing Afghanistan.

"In terms of our employees' lives, we're not sure what the full implica-

**Workday:** "The first couple of weeks [after Sept. 11] were fairly intense. We were working very long hours, and some people were working 24/7. People are getting a little more sleep these days. We're working in shifts of 10 to 12 hours so we have 24-hour coverage, but we're trying not to burn out our resources."

**Dress code:** "We went to business casual about a year ago, except in the branch offices where there's a lot of client contact. But lately, casual has taken on a new meaning, with people sleeping in their clothes."

**Security badge/card needed to get into buildings or offices?** "Absolutely. We always had fairly strong security, but there's certainly a higher degree of security now."

## Merrill Lynch & Co.

**Interviewee:** Jill Mullen, first vice president and chief technology officer, corporate technology group

**Main location:** Normally in the World Financial Center in New York, across the street from the site of the World Trade Center. But since the attacks on Sept. 11, "we've been operating from an alternate data center in lower Manhattan, and we have IT facilities in various places in the tri-state area."

**Number of IT employees:** About 600 in the corporate technology group; about 6,000 worldwide.

**Number of employees (end users):** 68,000 worldwide; the corporate technology group supports about 8,500 employees in the finance, corporate services, treasury, human resources, legal and marketing/communications areas.

tions are, and we're trying to be sensitive to the human side of this. As a manager, it's challenging to figure out how to lead in this environment. There has been an incredible sense of camaraderie. It has been a bonding time for the company."

**Looking forward, what are the major initiatives?** "In general, this has been a tough year for Wall Street, and we've been very selective about the discretionary projects we're working on. We'll continue to work on the installation of Oracle11i as our financials platform. And we're working on [Web-based] self-service HR applications and a single point of access for [employee information]. But the focus now really is on ensuring that we're stable and prepared for year-end."

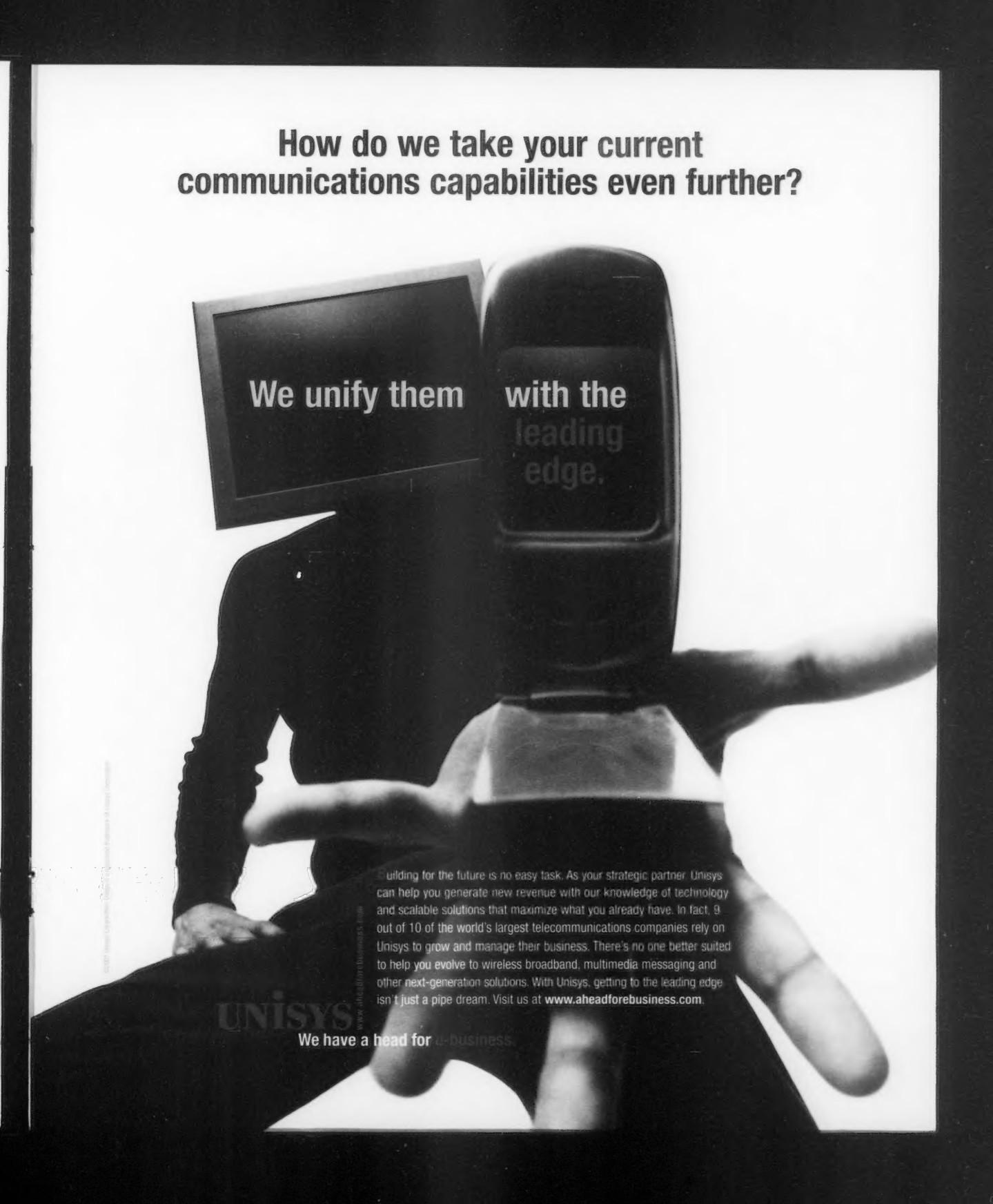
**Would employees feel comfortable e-mailing the CEO, Dave Klamansky?**

"Absolutely. He's very approachable, and he answers all the e-mail he gets. In the days after the attack, he used telemarketing technology to leave employees messages at their homes. I thought that was personal and effective."

**The last word:** "Situations like these bring out the best and the worst in people, and in the past month, I've seen the best at Merrill Lynch. It has been incredible to watch everyone support each other and get the job done, and I'm proud to be among them. It's a good place to be, in spite of all that we're facing. It feels like family."

— Leslie Jaya Goff  
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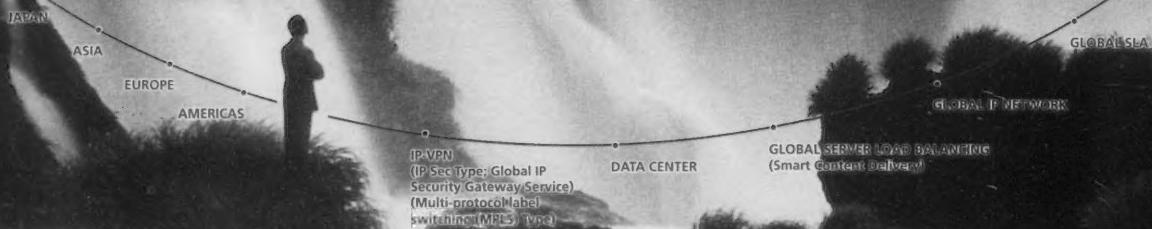
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# TECHNOLOGY

## THIS WEEK

### IBM'S LINUX GAMBIT

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### QUICKSTUDY



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IKimbo's software enables group collaboration by combining instant messaging with file sharing over the Internet. **PAGE 52**

NICHOLAS PETRELEY

## Future of the Data Center

I RECENTLY SPENT SOME TIME CHATTING with Tim Witham, director of the Open Source Development Lab (OSDL), about the lab's new scalable test platform. Here's the idea in a nutshell:

Some Linux kernel developers have two- or perhaps even four-processor machines, but I'm not aware of any who have anything

more sophisticated on which to test their changes. The OSDL provides the answer. If someone wants to see how the latest patches to the Linux kernel work on a 16-way Intel machine, he can point his browser to the OSDL Web site, upload his software and schedule a benchmark run.

In most cases, the test results will be published for anyone to see, so the information is not only useful to the kernel developers, but the rest of us can also follow along.

I was disappointed to learn that the lab isn't outfitted with any big iron such as an IBM OS/390, a 64-processor enterprise-scale Sun server or some other such box. I was under the impression that this was one of the points of creating the lab in the first place. Witham wouldn't rule out the possibility of adding such machines in the future, but right now, the lab is only tricked out with multiprocessor Intel boxes.

Witham argues that if IBM is concerned about how well Linux runs on an OS/390, it can afford to tune Linux using internal resources rather than burden the lab with that responsibility.

In the end, I left the meeting more impressed with Witham and his vision than with any of the information regarding the lab.

For one thing, Witham is a solid systems guy whose experience includes everything from heavy-duty, real-world benchmarking to electronics engineering. He's exactly the type of person the OSDL needs at the helm, because he understands the need to simulate a real-world environment for the benchmark tests.

What impressed me most was his long-term outlook for Linux. Witham is convinced that Linux will own the data center in about five years. I happen to agree with the reasons on which he bases this conclusion. I'll try to paraphrase them here, with some of my own embellishments.

It all comes down to control. Once upon a time, companies got most of their software and hardware from a single vendor, usually IBM. A systems administrator could get software or hardware problems fixed by calling the vendor and saying,

"Hey, I paid \$5 million for this system. I need this problem fixed immediately, or else the next time I need to spend \$5 million on a computer system, I'll take my money elsewhere." More often than not, the vendor responded immediately.

You can still throw your weight around to get what you want if you're a big enough company, but now, the way to get what you want is through choice. If Dell doesn't come through, there's always Gateway.

These choices are possible in the PC world because the PC is basically an open hardware platform. Software is an entirely different story. Windows is a closed platform. So where do you go if you have a problem with Windows? In most cases, Microsoft forces hardware resellers to support Windows if they want to preload it on their systems. So if you want help, you have to call the company that sold you your computers. If you have enough money, you may be able to get Microsoft's attention but not enough to control your future.

That's because Microsoft is hard at work shifting its customers to a software subscription model in which customers pay for upgrades whether they want them or not. And don't think you can circumvent this scheme, because Microsoft will simply decertify those who have been trained on last year's operating system, rendering last year's software unsupportable.

(Microsoft recently extended the expiration date for MCSE certification on Windows NT, but not before the company revealed how it intends to force you to upgrade on its own terms.)

Linux doesn't guarantee that you'll have a company to call when you have problems, but it provides two things that are better. First, an army of potential entry-level employees called computer science majors who are about to graduate, and almost all of them know and love Linux.

But that advantage is trivial compared with what Linux itself gives you — the source code and the right to modify it as you see fit. This takes control over your future out of Microsoft's hands and puts it back where it belongs — in yours. ▀



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**Big Blue is making a big commitment to Linux across its product line. But will users bite?**

By Mark Hall

**I**F IBM GETS ITS WAY, users will soon be thinking about operating systems the way investors view pork bellies: as mere commodities. The instrument the company will use to make this sea change in IT? Linux.

The implications of IBM's strategy for corporate IT planners are enormous. It affects everything from in-house development projects to server deployments. And the impact on IBM's competitors could be even more dramatic, say analysts and users.

Enterprise IT managers contemplating a move to Linux say they have much at stake. "We're putting 700 users on a mail system on top of Linux," says Dave Ennen, technical support manager at Winnebago Industries

Inc. in Forest City, Iowa. "It's mission-critical."

Ennen's company is in the midst of a major server consolidation effort, taking advantage of Dallas-based Bynari Inc.'s InsightServer groupware application for Linux on an IBM zSeries mainframe. Ennen says the move eliminates the need for 40 Intel-based Windows servers that would have had to be upgraded to Microsoft Exchange and would have required a half-dozen support staff "instead of one or two for the mainframe."

Winnebago, a maker of motor homes and RVs, will run nine or 10 instances of Linux with InsightServer under IBM's virtual machine environment, which permits multiple operating systems to be managed on one system.

That's a big shift within IT away from having scads of Windows servers, but it's also a big hit on the competition. Not only would those 40 servers have run Exchange, but they also would have used Microsoft Windows 2000 Server and SQL Server software. Instead, the corporate e-mail application is running on an all-Big-Blue system.

"Microsoft has caused a lot of grief to IBM over the years. IBM sees Linux as a way to free itself from paying

# IBM Roils Linux Waters

## EVOLUTION OF IBM'S OPEN-SOURCE STRATEGY

| 1998  | 1999  |
|---|---|
|   |   |
| <b>August 1998:</b><br>IBM announces that its WebSphere e-business software will be based on the open-source Apache Web server application. | <b>October 1998:</b><br>Scientists at IBM's Academy of Technology recommend that top management review Linux's impact on the industry. Executives approve a formal study. |
|   | <b>December 1998:</b><br>A skunk-works project inside IBM's labs in Germany recommends Linux code running on the System/z90.  |
|   | <b>May 1999:</b><br>IBM announces DB2 database support for Linux.   |
|   | <b>August 1999:</b><br>Launches open-source development team of five programmers.   |
|   | <b>November 1999:</b><br>Announces port of Lotus Domino to Linux.   |
|   | <b>January 2000:</b><br>Begins work on Linux journal file system, its first major official open-source project.   |

# TECHNOLOGY

homage to Microsoft," says Al Gillen, an analyst at Framingham, Mass.-based IDC.

To be successful in the long run, however, IBM must assuage the skeptics regarding its new role as a contributor in the open-source community that wants to nurture Linux. And, more important, it must give Linux the enterprise-class capabilities IT managers expect from a data-center operating system.

## TOP-DOWN APPROACH

As recently as 1998, IBM had no plans to become a provider of Linux-based products. In August of that year, it shipped the WebSphere Application Server, which runs on the open-source Apache Web server and Linux. It also launched an internal study on Linux's role in the IT industry.

IBM's first Linux technology came in December 1998 from an unsanctioned effort by IBM programmers in Germany, who ported the Linux kernel to the System/390 (now the zSeries mainframe) in their spare time, according to Dan Frye, director of the IBM Linux Technology Center.

Since then, the company has released Linux as an optional operating system on all of its servers. It now runs everything from IBM's DB2 and Domino Notes server software to encryption coprocessors and Tivoli Systems Inc.'s management utilities.

IBM's vice president of Linux, Steve Solazzo, says that what makes Winnebago and other companies choose Linux is that "it turns the operating system into a commodity that can run on any hardware."

This argument has increasing appeal to both independent software vendors like Bynari and users such as Gerry Sztabnik, director of middleware operations at the Security Industry Automation Corp. (SIAC) in New York.

Sztabnik recently completed porting SIAC's brokerage notification applica-

## What's At Stake?

IBM is making significant investments in Linux — **more than \$1 billion this year alone**, says Steve Solazzo, the company's vice president of Linux — and that amount will grow in 2002. IBM has **more than 250 developers working full time** on Linux and open-source projects and has **thousands of employees**, from sales to Global Services, trained on the operating system. Solazzo says Linux "is a game-changer. It will change the balance of power in the industry."

tion from a Sun Solaris environment to Linux on IBM hardware in two and a half days. Because Linux is Unix at its core, Sztabnik says, porting code from Solaris to Linux is a snap. The underlying C code doesn't need to be modified, and most of the work entails recompiling on new hardware, in his case an IBM zSeries mainframe.

Had Winnebago opted for Exchange on Windows or had SIAC stuck with Solaris, they would have had only one hardware choice on which to run their applications in the future. But with IBM's full product line supporting Linux, IT managers can move their programs from low-end Intel servers to midrange systems or mainframes.

What's more, Sztabnik says, broader industry acceptance of Linux means that SIAC isn't even dependent on IBM as its sole system supplier. For example, both Hewlett-Packard Co. and Compaq Computer Corp. back Linux on their RISC and Intel servers.

As Winnebago's Ennen observes, "If we decided to move the Bynari app off the mainframe, we can do it."

In fact, that's what Paul Watkins did — in reverse. The network analyst at Newell Rubbermaid Inc. in Freeport, Ill., initially used his open-source multirouter traffic grapher perfor-

mance-management tool on a low-end Intel server. But when it didn't give him the response time he needed, he moved it over to the company's System/390 running Linux.

"Now it just flies," Watkins says.

## COMMUNITY ISSUES

As the crown prince of proprietary operating systems, IBM still faces skeptics among open-source developers, says Michael Tiemann, chief technology officer at Red Hat Inc., which supports many of IBM's Linux efforts.

And the competition is even less trusting. "Yes, they do want to commoditize the operating system," says Andy Ingram, vice president of Solaris at Sun Microsystems Inc. "They want to reduce the operating system to the lowest common denominator because that will drive more integration work for their Global Services division."

At Microsoft Corp., doubts go beyond IBM to Linux itself. Doug Miller, director of competitive strategy for the software giant, says he thinks Linux isn't a long-term bet for the data center. "I just don't see it taking over the world," he says.

Miller argues that IT doesn't buy servers and operating systems but rather business applications, which are predominately on Windows.

IBM is well aware of that skepticism and the current lack of data-center-specific software and services, acknowledges distinguished engineer Sheila Harnet, who works on Linux full-time at IBM.

Harnet says she thinks IBM has carefully picked domains where it could credibly contribute to making Linux a stronger enterprise operating system, such as in scalability, print services, file systems, volume management, serviceability and other high-end areas.

And that approach makes sense to IT professionals because, as Ennen puts it, "IBM puts some beef behind Linux." ▀

## THE BUZZ

### How open-source developers view IBM's role in Linux and other open-source projects:

"I would say that the open-source community is fundamentally skeptical. But one of the properties of a good skeptic is that you can convince them."

— Michael Tiemann, chief technology officer, Red Hat

### How users see IBM's Linux contributions:

"IBM helps convince companies and their management that Linux is not just a hacker's tool."

— Paul Watkins, network analyst, Newell Rubbermaid

### What the competition thinks about IBM's operating-system commodity strategy:

"OSs are in one sense already a commodity: They all cost zero, being bundled in with the hardware they buy. In another sense of commodity, like bacon or oranges, where all producers make essentially the same thing, a Linux strategy can't possibly be motivated by commodification, since Linux and [Windows] aren't interchangeable in the way that oranges from two growers are."

— James Gosling, vice president and Sun fellow, Sun Microsystems

## Quick Link

| 2000   | 2001  |
|--|---|
| <b>March 2000:</b><br>Team releases its first contributions, Linux drivers for Token Ring. | <b>July 2000:</b><br>IBM announces \$200 million Linux development program for Europe.  |
|  | <b>July 2000:</b><br>Makes Linux-based BlueDrekar middleware code available for the Bluetooth wireless specification.   |
|  | <b>August 2000:</b><br>Launches \$200 million Linux development program for Asia-Pacific. Signs distribution deal with Red Hat.   |
|  | <b>January 2001:</b><br>Announces that it will invest \$300 million in Linux-based e-business services.   |
|  | <b>March 2001:</b><br>Announces a broad range of storage products and services using Linux, including Shark-class storage systems on the z900, Modular Storage Server for midrange systems and Ultrium tape backup systems. |
|  | <b>May 2001:</b><br>Releases Linux for its iSeries midrange servers.  |
|  | <b>August 2001:</b><br>Ships high-performance cryptographic coprocessor for Linux; unveils broader support for Linux in Tivoli security and Web management software.  |

■ Is IBM's commitment to Linux good for users? Join the debate online: [www.computerworld.com/q72160](http://www.computerworld.com/q72160)

■ See what the Free Software Foundation has to say: [www.computerworld.com/q724147](http://www.computerworld.com/q724147)

■ For more on Linux, visit our Operating Systems Knowledge Center: [www.computerworld.com/q71500](http://www.computerworld.com/q71500)

**F**OR MANY ENTERPRISE computing systems and applications, downtime isn't an option. For emergency-response organizations, lost time can mean lost lives. In the business world, lost opportunities to take action can mean lost revenue.

And the IT people who must keep computers working in environments like those need special hardware and software, especially if they're running Windows-based applications.

Most of the transaction processing at retail payment processor Lync Systems Inc. moves through high-end, proprietary fault-tolerant systems from Stratus Technologies Inc. The applications, written in Cobol, work well with Stratus' proprietary Virtual Operating System (VOS). Downtime — even a few minutes — isn't acceptable. "If [the systems] go down, our merchants go down," says Carl Cliche, vice president of support systems at Atlanta-based Lync. But when the need for a new transaction processing application requiring a Web interface resulted in a design using SQL Server 7 on Windows NT, availability became a major issue.

Despite all the advertising hype about "five nines," or 99.999% uptime on Windows servers, a new server cluster fell short of expectations. "We've had big problems with clustering technolo-

gy," Cliche says, citing fail-over problems and the need for special cluster-aware applications and scripting. "It was all terribly complicated."

So he moved the application to Maynard, Mass.-based Stratus' ftServer 5200, a fault-tolerant system that brings continuous computing technology to Windows 2000 Advanced Server as an alternative to clustering. The ft-Server supports up to four hot-pluggable Intel Corp. Pentium III or Xeon processors and splits I/O and compute processing functions into separate, redundant modules that run in lock step to provide uninterrupted computing in the event of a hardware failure. The ft-Server sheds Stratus' proprietary VOS — and the typical six-figure price of the high-end systems.

"It looks like a normal NT server. You can use the standard software, the applications don't have any special requirements and it's much easier to manage [than a cluster]," Cliche says.

Continuous computing systems for Windows could be the beginning of a new trend. The market for high-avail-

ability systems is growing fast. Sales are expected to jump from \$52.5 billion this year to \$84.2 billion in 2005 — an 18.4% compound annual growth rate, according to market research firm Harvard Research Group Inc. (HRG) in Cambridge, Mass.

In addition, the need for Web-enabled interfaces to critical back-end systems

and the increasing importance of Windows-based applications, such as databases and e-mail used for transactions, may drive demand for this new class of Windows-based fault-tolerant computing. "Today, where people exchange purchase orders and documents using e-mail, it's understandable that you would have a requirement for high levels of availability," says Bob Besautel, an analyst at HRG.

These continuous computing systems were previously available only on high-end systems like Compaq Computer Corp.'s Himalaya and Stratus' Continuum, which use proprietary hardware and operating systems that can cost from about \$70,000 to millions. By contrast, Windows-based systems from Stratus and Boxborough, Mass.-based Marathon Technologies Corp. start at about \$20,000, making them an attractive alternative to clustering.

The applications that are most in need of this type of hardware are those that can't tolerate the short downtime involved in a cluster fail-over or where organizations lack on-site expertise to manage a server cluster. For example, the San Diego Fire Department's 911 software tracks the locations of emergency vehicles and automatically dispatches the nearest vehicle to a call. Here, the two minutes required for system fail-over is unacceptable. "Two minutes in the life of someone having a heart attack could be their life span," says Doug Bolton, an information systems analyst at the department. The department installed a Stratus system which cost about \$100,000. Installation and setup required about 20 hours — substantially less time than it took to set up the previous clustered system, Bolton says.

For InSight Telecommunications Corp. in Boston, which provides satellite and fiber-optic capacity to broadcasters, the issue is one of maintaining business relationships. InSight relies on its software for resource scheduling



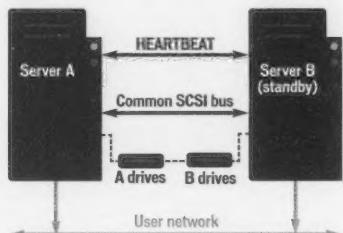
Continuous computing systems offer an alternative to clustering for Windows-based servers that require high availability. **By Robert L. Mitchell**

# No-Fault Windows

# TECHNOLOGY

## Three Fault-Tolerant Architectures

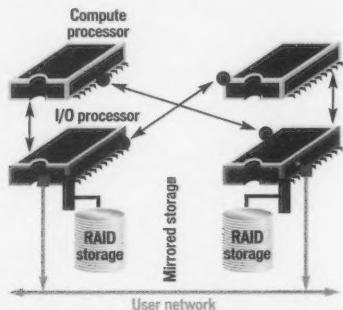
In a **WINDOWS SERVER CLUSTER**, the primary system handles all processing, while the fail-over system remains on standby (in an active-active cluster, the standby server may be used to perform work until needed). The cluster software uses a dedicated "heartbeat" connection between the machines to monitor operations and initiate a fail-over. Devices may share a common SCSI bus for access to redundant storage arrays. When a failure occurs, processing stops while the fail-over system boots the applications and comes online. The typical fail-over time may be two minutes or longer.



**MARATHON'S ASSURED AVAILABILITY ARCHITECTURE** uses a special PCI card and software that interconnects four servers — two functioning as compute processors and two as I/O processors — over a high-speed bus. Special software and connections allow the systems to run processes in parallel. During a failure, the backup server takes over without an interruption.

● MIC: Marathon interface card  
■ NIC: Network interface card

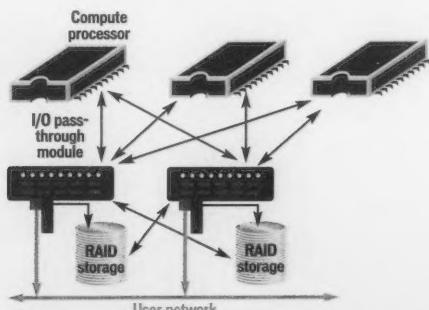
SCSI



**STRATUS' FT SERVER DUAL-MODE SYSTEM ARCHITECTURE** includes two compute processor modules and two I/O modules in a single server enclosure. A special embedded application-specific integrated circuit connects the modules via a proprietary high-speed backplane. All processes run in parallel for uninterrupted operation during a failure. An optional third processor module maintains fault tolerance in the event of a single processor module failure.

■ NIC: Network interface card

SCSI



and management. Broadcast networks need immediate answers and won't wait while a server reboots, says CEO Keith Buckley. "If NBC News calls and we can't provide the service, they're not going to call again," he says.

InSight uses Dell Computer Corp. PowerEdge servers with Marathon's Endurance fault-tolerant Peripheral Component Interconnect (PCI) card and software. While Stratus sells a complete, integrated system, Marathon's technology requires four off-the-shelf servers — two functioning as compute processors and two as I/O processors — operating in lock step over a dedicated high-speed connection. Marathon relies on a network of resellers to integrate the systems and supports servers from IBM, Hewlett-Packard Co., Compaq and Dell. "The fact that Marathon gave us the opportunity to spec which hardware we wanted was important to us," Buckley says. The tab: just less than \$75,000, including \$45,800 for the Dell hardware.

### Hidden Costs

Marathon and Stratus claim that the total cost of ownership of these systems is less than that of clustered systems, but analysts say IT managers should do their own math. Both vendors cite the expense of cluster-aware software, scripting, fail-over testing, staff training and maintenance costs as reasons to purchase their systems rather than a cluster. Both also have arrangements with Microsoft requiring only one Windows or Exchange Server license per system. For other software, IT managers may have to negotiate terms.

Costs for a fully implemented system can go well beyond the \$20,000 to \$30,000 starting prices. And Stratus' systems typically include a monitoring service contract that adds up to about 20% of the initial system cost annually. "We're used to that with our mainframe Stratus," says Cliche. In the commodity Windows server market, however, others may opt out, analysts say.

Donna Scott, an analyst at Stamford, Conn.-based Gartner Inc., says that on systems such as Exchange Server 2000 that support active-active clustering, the backup system can be performing other tasks until a failure occurs. That's something you can't do on a continuous computing architecture. "Let's face it, nobody likes idle resources," she says.

While the technology isn't new, its implementation on Windows is still evolving. The San Diego Fire Department has had two failures since installing Stratus' system in June, when the product first shipped. One in-

volved a programmable read-only memory flash update; the other required a firmware replacement. Each time, however, the system continued without interruption. Marathon's product has been available on Windows NT Server since 1997, but with some 1,700 system sales, it's still a very small niche in the high-availability server market.

Although these systems run Windows, the hardware architecture is still proprietary. Stratus implements its own Windows hardware abstraction layer in its ftServers and supports only adapters for which Stratus-hardened device drivers are available. "You can't just pop an extra PCI card in here and there," says Cliche. But Bolton says the trade-off is worthwhile. "By insisting on hardening drivers, I think they're overcoming a lot of the issues that my peers are having with their implementations of Windows 2000," he says. Marathon relies on third-party integrators to choose system components.

While the Stratus and Marathon systems offer their own management software, neither has a Simple Network Management Protocol Management Information Base for interoperability with enterprise network management tools; both firms say they're working on one.

Scalability is another limitation. Marathon's technology doesn't support symmetrical multiprocessing (SMP). Stratus' ftServer series offers a limited number of configurations with support for up to a four-processor SMP system. Still, "there's absolutely a place for fault-tolerant Windows systems, because they provide a special functionality that you can't get from a cluster today," says Scott.

"If you look at where these things are installed, it's in those sites where they don't have the infrastructure in place to take advantage of load-balancing and clustering across a front-tier or midtier architecture," says Tom Manner, an analyst at Aberdeen Group Inc. in Boston.

The best applications may be found where the costs of downtime are high, Scott says. "Enterprises always buy what's good enough," she says. And for many applications, a clustered system with a fail-over time measured in minutes may be all that's needed. But at least one user takes a different view. "If this thing works out, I'll look to put [ftServers] in other [Windows] applications that don't currently run on fault-tolerant servers," says Cliche. ▀

## Quick Link

For additional information regarding fault-tolerant servers, please visit our Web site:  
[www.computerworld.com/q?24174](http://www.computerworld.com/q?24174)

# The Traveler's Kit Bag, Part 2

**Sometimes, the most important part of the kit bag is the bag itself. By Russell Kay**

**A**S A PRODUCT REVIEWER, I've had the opportunity to use a variety of bags and carrying systems when I travel with a computer. Based on my experiences, I've come to two conclusions: There's no perfect bag, except perhaps momentarily, and there's also no need to suffer.

When I'm going to be away for just a day or two, I've often used the \$399 ComputerCase from South Bend, Ind.-based Porter Case. At 13 pounds empty, it's heavy, but it has the easiest-rolling wheels of any case I've ever handled. It also opens up and doubles as a luggage cart on which you can stack other bags weighing up to a total of 200 pounds. Now Porter Case has a newer, smaller case, the 12-pound Elite, also \$399.

**Codi  
Mobile  
Lite  
\$139▼**



which is designed to fit under an airline seat. It still does double duty as a luggage cart. If I don't take the ComputerCase, then I go with the \$199 Shuttle from Anaheim, Calif.-based Targus Inc. It's a no-nonsense wheeled case with lots of capacity (including a separate protective case for a laptop) and more zippers than almost anything else. Either case is small enough to serve as an airline carry-on.

For day-to-day commuting, I use one of three bags. First is the \$139 Mobile Lite (Model No. 9020F) from Codi Inc. in Harrisburg, Pa. It's the smallest wheeled case I've tried, although similar cases

are available from other makers. I especially appreciate its wheels when I have to take home three notebook computers at once, along with their accessories and documentation.

For more normal commuting, I generally opt for one of two more traditional shoulder bags: the Port 2.1 Commuter (70140) made by Anaheim, Calif.-based Targus Inc., or the Expandable from Brethren. The Expandable came to my attention about a year ago. The product of a small Bellingham, Wash., firm, it's one of the best-constructed bags I've ever encountered. Of course, at

\$325, it had better be well made! You're likely to find it only in luggage stores or online ([www.brethren.com](http://www.brethren.com)). The \$99 Port is very nearly as well made, and it has the additional advantage of standing upright when I set it down; the Expandable always flops over on its side. Both bags come with very good shoulder straps and excellent handles, and both are made from exceptionally strong and long-wearing fabric.

#### On Your Back!

When I'm going to be on my feet a lot, such as at a trade show, I always use a backpack. I've had good luck with the Port Backpack (PRI3440, \$79) — too good, actually;

on a visit last year, my son tried it and announced that he wasn't giving it back. More recently, I've been using the \$139 MaxPak (7703F) from Codi. Both packs have served me well.

I recently received three new backpacks to try out. The first is Targus' \$90 Sport Deluxe backpack, and I expect it to be my primary choice for tackling the giant Comdex trade show next month. Available in black and trimmed with



**Targus Sport Deluxe  
backpack \$90▲**

either blue or silver, it has very different styling, with pockets and zippers arranged in a unique way. The Sport Deluxe has enough outside pockets and loops that you can attach almost anything to it. My first impression of this backpack, just picking it up, was that it seemed heavy for its size. But when I put it on my back, that weight seemed to disappear. I suspect that's due to its semirigid curved plastic back brace.

The two backpack straps come standard with a chest strap and cell phone pouch, and there's a waist strap for further support. Criss-cross lacing helps secure a water bottle, and there's a rubber-handled grab loop on top. I don't like the rather odd vertical zipper covering the outside organizer panel. It doesn't open completely and seems different merely for the sake of being different, rather than for any practical reason.

The other two backpacks are from Brethren, the \$350 Urban Backpack and the \$295 Metro Backpack. The Urban is the more interesting of the two, with 40% greater capacity and a convertible strap system. The backpack straps unhook at the bottom and tuck away into a pocket at the back, while D-rings accommodate a normal shoulder strap. The Urban also has a much nicer and more comfortable grab handle at the top than the Metro, but there's a price for all those features and that capacity — it weighs 5 pounds when empty.

Both Brethren packs are of first-rate construction and materials. Whether they're worth the extra cost compared with the Codi, the Port or the Targus Sport is between you and your pocketbook. ▶

**Porter Elite  
\$399▶**





NUMBER OF PEOPLE  
ON YOUR NETWORK

NUMBER OF PEOPLE  
ON YOUR BACK



## RETURN ON COMMUNICATIONS

Fact: The sales department has different needs than HR. Or manufacturing. Or customer service. And they all need to be on your network. But it's not enough to build a network just to run everyone's apps. You need one that'll do so without causing you massive headaches. And that will return your investment. Short and long term.

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# Why Computers Crash

## DEFINITION

**A computer crash** occurs when the machine stops working and no longer responds to user input. On Windows machines, a crash is often accompanied by an error message known as the "blue screen of death." The cause of most crashes is usually a program trying to do something it shouldn't or the lack of available resources such as memory.

BY MICHAEL MEEHAN

IT'S SAFE TO SAY that anyone who's ever worked on a Windows system has seen the infamous "blue screen of death." This solid blue screen with white lettering tells you that the system has crashed and gives you a couple of options. If you're lucky, all you do is reboot and redo all the work you just lost. But you could find yourself dealing with major system corruption.

Simply put, the **blue screen of death** is just a serious error message, a sign that your computer has hung up due to an error. The Mac OS equivalent is a blank screen with a small text box containing a picture of a bomb with a lit fuse.

The upside of this unwelcome shutdown screen is that it contains some information about what caused the crash.

A "core dump" will often appear on the screen, with coded information from the system's RAM. It might provide information that helps you determine exactly what went wrong with your machine and prevent it from happening again — if you record the screen information.

An **infinite loop** is another of the many errors that can bring a computer to its knees.

A loop is a series of instructions that gets repeated until a specified condition is met. When that condition can't be met, the loop cycles endlessly and never quits or moves to

the next part of the program.

**Thrashing** is another problem condition. Any computer has a finite amount of memory and processing capabilities. When a process or program (or, with respect to a server, a user) makes a request of the operating system that can't be met, the operating system borrows the necessary resources from another process. But then the borrowed-from process asks for resources, and the operating system has to find them somewhere else.

Eventually, the entire system is looking for help, and the computer user is looking at a stagnant or blue screen.

Consider what happens when several users need lots of resources at the same time.

Here, the operating system may give one process exclusive use of all its resources for a short period of time, then go and reallocate those to the next user, and so on.

When the system moves from one user to the next, however, it has to save everything the previous user was doing (such as data or the state of its processes) out to disk, which is relatively slow. Then it has to load again from a slow disk the next user's saved data and programs before any computing can resume.

Since intervals between changes or requests are measured in milliseconds, it's easy to see that just the overhead of changing users and reallocating resources can consume virtually all of the computer's time and capacity, so that little or no real work gets done.

Finally, there's the classic **fatal error**. There are certain commands that an ordinary user isn't allowed to issue. These typically have to do with the operation of the hardware, memory and processing of the machine.

Sometimes, however, a program steps into that forbidden area and, to protect itself, the machine shuts down. That way, when you reboot, every-

## Disks Crash, Too

There's another type of computer problem that's also called a crash, and it happens in hard disks.

Normally, the heads of a disk drive actually fly over the surface of the platters, never touching the magnetic media. But if there's a sudden physical shock — say you drop your laptop — the heads can touch the rapidly spinning platters. Such a disk crash (also called a head crash) usually causes a loss of data or program files and damage to both the platter and the head, inevitably necessitating a new drive.

— Russell Kay

thing still works the way it should. Except for all the data you lost due to the shutdown.

Perhaps the best-liked feature of Windows 2000 has been its stability in the face of such errors, its ability to shut down just the offending process without forcing a reboot.

## Quick Link

For a complete list of Technology Quick Studies, visit [Computerworld.com/q?q3000](http://www.computerworld.com/q?q3000)

at once, programmers figured out how to start fulfilling a program's needs without giving it the system's full resources. In midoperation, a program can request additional resources as it needs them. But if the resources it needs have already been grabbed by another program or programs, the result is deadlock.

There's a historic reason why deadlock exists.

Early operating systems ran only one program at a time, and all of the resources in the system were automatically made available to that one program.

In order to run multiple programs



## The Deadly Embrace

**Deadlock** (which is sometimes called the **deadly embrace**) is another crippling condition. It occurs when two or more programs are each waiting for the others to complete — or even just to produce a data value — before proceeding.

The programs act like the overly congenial gophers in some Looney Tunes cartoons:

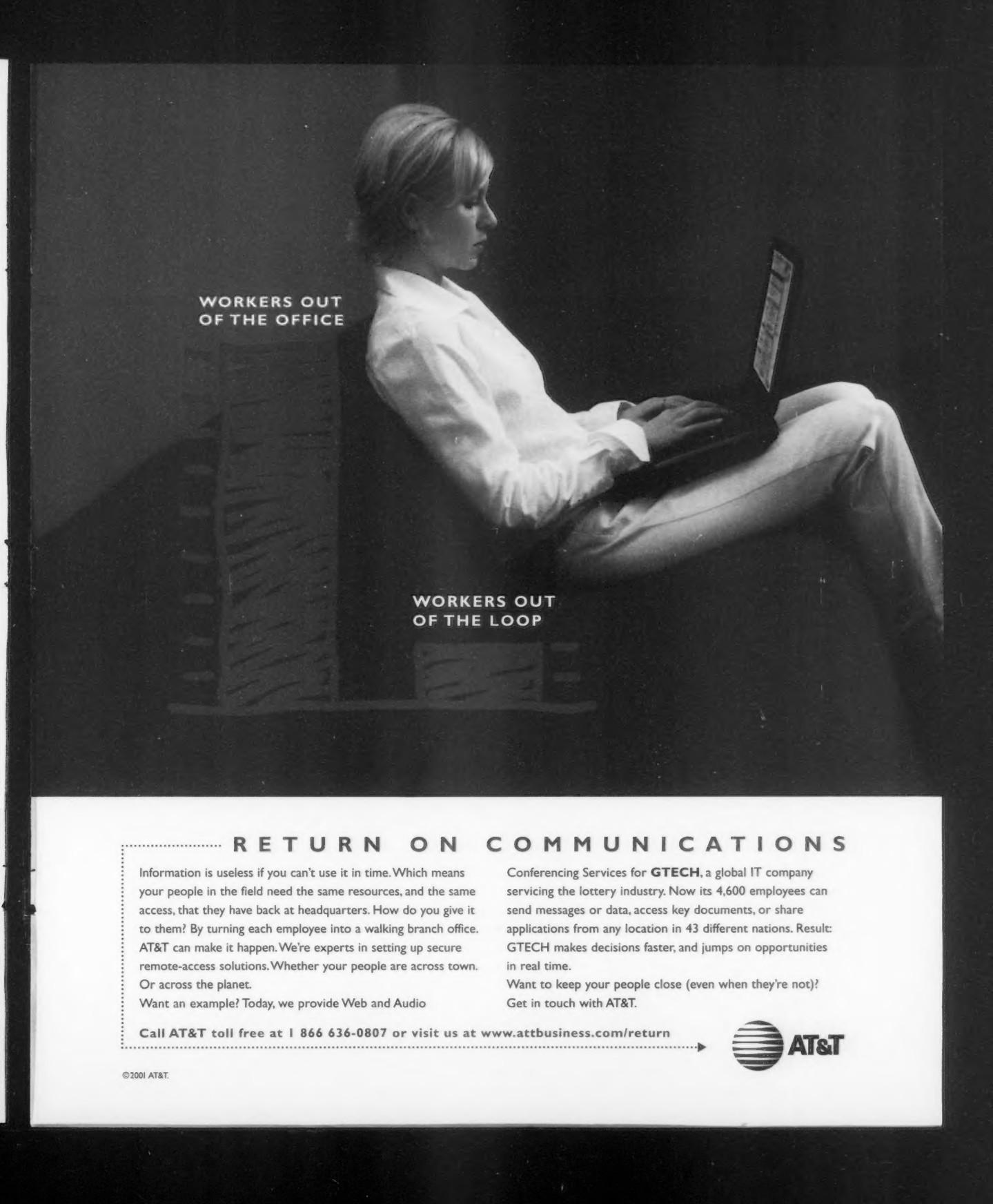
"Oh please, you first," says one.  
"No, no, I insist, you first," says the other. And nothing goes anywhere.

Generally, deadlock occurs in sys-

tems that run multiple tasks or in servers with multiple clients. Operating systems and middleware that queue messages have attempted to eradicate deadlock, but it still pops up now and then.

Beyond operating systems, deadlock can occur in databases and Web browsers. Generally, deadlock happens less often in newer applications because new hierarchies for requests are able to skirt around the problem in many cases.

— Michael Meehan



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# Nimda Slips Through Best Corporate Defenses

*When a protection failure allows the infamous virus to invade, it's a software bug that saves the day*

BY VINCE TUESDAY

**A**FTER A LONG WEEKEND, I was hoping for a nice, quiet day spent cleaning up my e-mail and planning my bud-

gets for next year. Instead, I faced the Nimda worm. This delightful virus is like Code Red on steroids.

We could tell something was up early on, when thousands of remote sites started hitting our exterior firewalls, with many attempts to exploit Internet Information Server (IIS) vulnerabilities. Luckily, we don't run Microsoft Corp.'s IIS on our externally facing hosts.

But the Web-based attacks were followed by a huge increase in the number of e-mails held at our gateway. Because of the risk, we block all executable files and vbs, bat and .pif files. So despite not having the correct virus signature, we were able to defend ourselves.

We had seen this pattern before and were calm — almost blasé. Another day, another e-mail virus — although the simultaneous Code Red-style attack was a puzzling coincidence. We decided to have a quick glance at the antivirus and SANS Institute Web sites to get updated signatures and an analysis. Many sites reported that the worm had no payload and that they had signatures that could detect it.

## Nimda Under the Microscope

The Nimda worm is really a door-opener for other malicious behavior. It adds an account called "guest" and gives it administrator privileges. It then makes your local drive public for the entire Internet. Because our internal systems are walled off from external connections, even if we were hit by Nimda, the impact would be fairly low

from this payload — or so we thought. Nimda not only sends e-mails to everyone and probes for vulnerable IIS servers, but it also modifies the Web pages of the infected server so that they include the virus. Normally, this wouldn't be much of a problem — our users aren't stupid enough to download and run random executable files for no reason.

However, Nimda takes advantage of a horrible Internet Explorer bug. Some Web pages have background music, and Explorer can read those. Well, the worm includes itself as a wav sound file. Once the user downloads the file, the wav player looks at the file and realizes it isn't a wav but a .exe. And what does it do with this mislabeled file? Does it throw an error and exit? Warn the user? Of course not. Instead, it just passes the worm on to be run. This means that just browsing can infect your machine.

Still, we knew that our e-mail gateway and proxy antivirus software had the right signatures, so we felt that we were protected. The final steps were to roll out the new signature to desktops and block other possible routes into the company. We shut down POP3 access Internet service provider e-mail servers and forced everyone to access the Internet through the proxy server. Those who were using Netscape Navigator on Unix were forced to try to get it to work with the Microsoft Proxy and the Windows NT challenge/response authentication we use. (If anyone has any tips for this rather painful process, let me know.)

The update to desktops was the last layer in our defenses.

Then, one of the desktops with the updated signatures sent in an alert.

It detected a Web page containing the virus in the machine's temporary Internet files. This didn't make any sense. The user had been browsing through the proxy. We knew the proxy had the right signatures. Yet somehow, the user had managed to receive the file. I sprinted to his machine and disabled it.

We brought the machine back to our offices for analysis to determine how the infected file got through. But just as we hooked it up to the forensics machine, another desktop alert came in. Clearly, our Web protection wasn't working, so we immediately pulled the plug. How many different ways could this virus attack us?

We set up a test machine with the right desktop signature and used it to browse through the proxy. In this way, we were able to discover the real issue. Messing with a live virus in this way is always risky, but we were watching closely and knew the desktop antivirus software would catch the worm. Our testing showed why the worm was making it to the desktop: our installation of InterScan WebManager, from Cupertino, Calif.-based Trend Micro Inc., was unable to stop the worm in HTTP traffic.

A few phone calls to security managers at other firms revealed that they were stopping the worm by deploying a new signature to Trend Micro's InterScan VirusWall product. Unfortunately, they had put the new protection in place only after the worm had broken into their environments. Like me, they were busy trying to clean up the worm and stop it from spreading.

## Salvation at Last

I hung up and looked around — there was no mass e-mail, no probes at my resource shares, no outgoing HTTP scans. We weren't being hit. Something had saved us.

We stripped out WebManager and replaced it with Websweeper from Dublin-based Baltimore Technologies PLC, then we added Sophos Anti-Virus software from U.K.-based Sophos Inc. It was a bit of a stick-and-twirl solution. We hacked our multiple-redundant solution into a number of proxies

## LINKS:

[www.sarc.com/avcenter/venc/data/w32.nimda.a@mm.htm](http://www.sarc.com/avcenter/venc/data/w32.nimda.a@mm.htm)

Here's an in-depth write-up of the details of Nimda, the latest worm to cause a stir.

[www.incidents.org/react/code\\_red.php](http://www.incidents.org/react/code_red.php): The start of interesting worms began with the Code Red virus. Read the details here.

[www.incidents.org](http://www.incidents.org): The Web site of the Bethesda, Md.-based SANS Institute is a great place to go for the latest information about new viruses.

[www.baltimoretechnologies.com](http://www.baltimoretechnologies.com): Baltimore Technologies' Web site has the latest updates for Websweeper.

[www.sophos.com](http://www.sophos.com): Sophos Inc. sells Sophos Anti-Virus software.

[www.antivirus.com](http://www.antivirus.com): Updates for InterScan VirusWall and WebManager are available at Trend Micro's Web site.

in series. We had to give up authenticating users at each level and rely only on the Windows NT challenge/response authentication at the first tier. Each level was a single point of failure, but at least we could catch the virus before it made its way to the desktop.

Although many of the sites that had tried to infect us had been cleaned up, plenty of others were still serving up the virus. But another quick test browse confirmed that the worm wasn't making it to the desktop. We knew we were safe, and Web browsing could be turned back on.

The Netscape Unix users were also happy, because they'd stumbled across the upstream antivirus proxy server that required no authentication, so they could use it to browse the Internet.

Security by obscurity really doesn't work. They were so happy that they told us about it. Mistake. They won't be browsing next week when we complete the transition to Websweeper, but at least they are safe.

So what superb protection saved us from the hours of clean up that other companies suffered? What clever protection stopped the spread? The worm crashed because our company address book was too large for it to handle.



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# Start-up Pushes Instant Collaboration

**Ikimbo tools tie real-time communications to Web-based document-sharing services**

BY MARK HALL

INSTANT MESSAGING isn't just for kids anymore. With the release of new tools from start-ups like Ikimbo Inc., IT can enhance instant messaging's collaborative capabilities with the ability to share everything from Microsoft Office documents to back-end Oracle Corp. databases.

Chamberlain Williams Ti-son & Associates is using Herndon, Va.-based Ikimbo's Omniprise software to share résumés and job descriptions along with instant messages.

"We have a number of clients using Ikimbo," says Price Williams, a partner at the McLean, Va.-based high-technology recruiting firm. Williams adds that by linking his external customer base to his recruiting staff via Omniprise, he gets a competitive edge from the immediate combination of real-time messaging and document sharing.

"In our work, five minutes can be the difference between placing a candidate or not," he says. "And the difference between getting the hire or not is \$20,000."

Deloitte & Touche LLP is in the midst of deploying 300 to 400 internal seats with Omniprise for document sharing, says James Roof, corporate development adviser at the New York-based consultancy. More important to Ikimbo, Deloitte & Touche agreed to help the company sell 67,000 seats in the next year.

## Secure Collaboration

What makes Omniprise stand out from its many competitors, says Roof, is its strong security, which includes Secure Sockets Layer at the serv-

er level and protection at the administrative, group and end-user levels. The software, which can run in either an on-site user-licensed version or an



Whether you're a salesman on the road or a technician on a customer site, you get what you want.

**EDWIN MILLER, CEO, IKIMBO**

## Ikimbo Inc.

500A Huntmar Park Drive  
Herndon, Va. 20170  
(703) 904-4160

**Web:** [www.ikimbo.com](http://www.ikimbo.com)

**Niche:** Ikimbo's collaborative communications product includes instant messaging and file sharing for workgroups with support for mobile devices.

### Company officers:

- Edwin Miller, CEO
- Eric Wimer, chief operating

Ikimbo-hosted version, also works with back-office software such as Oracle databases and Siebel Systems Inc. customer relationship management applications.

"It has a place in almost any company," claims Brian Stygar, chief technology officer at Ventera Corp., an IT consul-

officer, co-founder
 

- J.P. Morgenthal, chief technology officer
- Jamey Harvey, vice president of business intelligence and co-founder

### Milestones:

- October 1999: Company founded
- October 2000: Shipped beta version of Omniprise to first customer
- February 2001: Released Version 1.0 of Omniprise
- July 2001: Shipped Omniprise Version 1.2

**Burn money:** \$10.25 million in venture funding from Cross Atlantic Capital Partners, Riggs Capital Partners LLC, William Blair New World Ventures LP and others.

**Employees:** 60

**Products/pricing:** Licensed version of Omniprise 1.2 starts at \$150 per seat; hosted version starts at \$8,700 per month for 500 concurrent users.

**Customers:** PricewaterhouseCoopers, Deloitte & Touche, Teleglobe Inc. and others.

**Partners:** OTG Software Inc., Hewlett-Packard Co., Digicon Corp. and others

### Red flags for IT:

- Not a replacement for e-mail or other communication methods.
- Hosted service requires putting shared files on Ikimbo's server.
- Instant messaging works only with Omniprise clients.

tancy also in McLean.

Omniprise is a "particularly valuable tool for professional services staff like ours," says Stygar. Using the software, he explains, they "can share information with their customers quickly and efficiently."

Ikimbo only began shipping Omniprise Version 1.0 in February, but it has found some enthusiastic supporters, especially in the venture-capital community, which this spring poured more than \$10 million into the company during what can be charitably called lean times for start-ups.

Ikimbo CEO Edwin Miller says that's because the business case for secure, auditable, instant messaging for corporations is compelling.

"It fits in everything from professional services to supply chain operations," he says.

What makes Ikimbo special, claims Miller, is that its software can detect what device a user has at hand, whether it's a PC, a Research In Motion Ltd. BlackBerry pager or a PalmPilot, and format the message or even an attached document to fit the screen.

"Whether you're a salesman on the road or a technician on a customer site, you get what you want in the manner that you need it, instantly," Miller says.

Roof says he also likes its compactness. He points out that some competing products require up to 14MB of disk space when loaded on the client from a CD-ROM. Whereas the IMB Omniprise client is easily downloaded over a modem.

Williams adds that another attractive quality of Omniprise "is that it's really cheap." He says other start-ups wanted to charge \$5,000 to \$10,000 for licensed versions of their products, plus he would have had to add them to his ongoing IT maintenance costs.

But using the hosted version of Omniprise, Williams' firm had no start-up costs and pays a monthly fee of just \$25 per user. At that price, says Williams, "I promise you, it's worth it."

**the buzz**  
STATE OF THE MARKET

## Message Makers Are on the Rise

Instant messaging is becoming all the rage in the business world because enhanced collaboration features such as those from Ikimbo and others make it a useful communications tool, according to analysts.

Robert Mahowald, an analyst at Framingham, Mass.-based IDC, forecasts that corporate use of instant messaging systems will rise from a healthy 6.5 million individuals last year to an astounding 229 million by 2005, for a phenomenal average annual growth rate of 104% during that five-year period.

That growth has spurred investors to pour millions into the market, creating lots of choices for IT to consider.

Ikimbo faces a host of start-up competitors like Washington-based Bantu Inc.; Cambridge, Mass.-based eRoom Technology Inc.; and Beverly, Mass.-based Groove Networks Inc.

In addition, Ikimbo has competition from an array of established industry behemoths such as AOL Time Warner Inc., Microsoft Corp. and Yahoo Inc. that also offer instant messaging services.

There are two significant differences between the start-ups and the giants, says Vernon Keenan, principal analyst at San Francisco-based Keenan Vision Inc. The former offer much better security than the big boys and let users integrate instant messaging services with back-office applications, he says.

### Risks and Limits

Mahowald cautions that Ikimbo and its start-up competition could face hard times if AOL Time Warner or Microsoft make their messaging capabilities useful to more than just consumers or companies unconcerned with security or application integration.

Keenan adds that while instant messaging offers important services for handling urgent matters, e-mail will remain the dominant mode of intra- and intercompany communications.

And, Keenan says, instant messaging technology lacks industry standards for its varying formats, which could become a problem if IT departments are asked by their companies' outside supply chain and business partners to support more than one messaging system.

-Mark Hall

**Tito Ade-Adisa**, Senior Systems Engineer, Honda Research and Development

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- Oracle Developer or Designer 2000
- JAVA, HTML, Active X
- Web Commerce
- SAP/R3, ABAP/4 or FICO or MM & SD

- Oracle Applications & Tools
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# IT Careers in Healthcare

Most everyone is familiar with the cost pressures faced by the medical/ healthcare industry. From government regulations to improving access to and quality of care, healthcare systems are turning to information technology to enable them to work smarter, more quickly and in the best interests of their patients.



On the retail end are companies such as **Walgreens Co.**, headquartered in Chicago. Jennifer Mote, manager of IT recruitment at **Walgreens**, says the IT challenges are broad and exciting. In addition to managing the pharmaceutical needs of literally thousands upon thousands of consumers, **Walgreens** has established an Intranet-based application that provides business-critical information from the data warehouse to more than 3,000 retail store managers. Inventory management systems and Intercom Plus, a pharmacy application, are among the projects developed and implemented by **Walgreens'** more than 700 information technology employees.

According to Mote, the company offers opportunities in application development, systems architecture, database management and design, systems administration, network design, as well as the Help Center to support the retail stores. "These opportunities call upon a wide variety of technical skills such as JAVA, Internet/ Intranet development, OO, Client/Server, ORACLE and AS/400 development skills," says Mote. "Just as important to **Walgreens** are people who want to be part of our team and who will be creative about developing the next generation technology solutions for our business needs."

"Technology is a critical component to our operation," she adds. "We have highly complex IT systems, and are extremely innovative in how we apply technology."

On the care provider side are groups such as **Stellaris Health** and **Kaiser Permanente** who are managing systems and back-up for physician care for literally thousands of patients. **Stellaris**, headquartered in White Plains, NY, has four hospitals – Lawrence Hospital in

Bronxville, White Plains Hospital Center, Northern Westchester Hospital in Mount Kisco and Phelps Memorial Hospital in Sleepy Hollow.

The health system brought the four hospitals and associated physicians together two years ago and introduced the first phase of an IT upgrade. "IT is one of the principal strategies in the partnership," says Michael Pagliaro, **Stellaris'** vice president for human resources. The system introduced HBOC to standardize the business systems for all four hospitals and is now moving into its second and third phases where shared clinical information and lab information will be introduced.

To enable the new IT design, **Stellaris** is hiring systems analysts, project managers and business analysts. "These are more senior positions," says Pagliaro. "We are looking for people with experience in the systems and in the healthcare environment. There is plenty of leeway in the healthcare industry to explore the best ways to do things."

Headquartered in Oakland, CA, **Kaiser Permanente's** information technology organization boasts that it's one of the largest IT

shops in the United States. The organization has launched a multi-year, groundbreaking project to implement a clinical information system to support care delivery to more than 8.1 million patients worldwide.

"That means we continuously search for talent in architecture design, integration, internal web portal development and application development," says Michael Winkler, marketing manager for **Kaiser Permanente's** Information Technology organization.

The majority of **KP's** jobs are in California, with some regional hiring in Colorado, Ohio, Atlanta and the mid-Atlantic states. "We are the best-kept secret in the IT profession," Winkler says. "Some of the things we're doing in healthcare are revolutionary."



## IT careers

For more job opportunities with healthcare firms, turn to the pages of **IT careers**.

- If you'd like to take part in an upcoming **IT careers** feature, contact Janis Crowley, 650.312.0607 or [janis\\_crowley@itcareers.net](mailto:janis_crowley@itcareers.net).
- Produced by Carole R. Hedden
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## Advertising Supplement

# IT Careers in Atlanta



**Atlanta has long been a growing, thriving community. Even with an economic slide, the metropolitan area affords job growth and opportunity for information technology professionals.**

The Southern Company, headquartered in Atlanta, is the South's largest energy supplier. And, while information technology links the five **Southern Company** utilities (Alabama Power, Georgia Power, Gulf Power, Mississippi Power and Savannah Electric), the company also uses IT to power its

energy trading function, custom energy-related services and its wireless telecommunications business. As the winner of JD Power & Associates' top ranking for southern utilities, **Southern Company** increasingly uses IT to enable customers to troubleshoot, manage services and self-serve.

Dan Traynor, director of application services for **Southern Company**, says information technology is critical to reaching the company's primary goals of 5% annual earnings growth and leadership in industry customer satisfaction. Customers use online services to request new service, report problems, review their bills and make payment electronically. Information Resources will introduce this year a new release of EnergyDirect.com, which assists commercial and industrial customers in managing their energy utilization. Projects under way include extension of online employee services and a cooperative inventory management system with **Southern's** largest suppliers.

Traynor says **Southern** is "always on the lookout for people with strong skills in application development, application design and project management. We want people with these fundamental skills." Traynor also looks for people who fit with the company's culture, known as "Southern Style." "You can sum it up simply," he says. "We work with a genuine respect for all stakeholders, to include customers, partners, shareholders, suppliers, employees and team workers — while reaching for higher and higher performance. The two in combination say we are a company where we really rely on one another."

While **Southern Company** has been part of the Atlanta landscape for the past century, so too has been **Equifax Inc.** Founded in 1899 as Retail Credit Company, **Equifax** is one of

the world's leading identity authentication services. **Equifax** uses its IT resources to support global commerce, bringing together buyers and sellers through information management, consumer credit systems, authentication and e-commerce capabilities. The company holds a patent for its elDverifier product, used to authenticate individuals on the Internet. The company also offers Credit Watch, which allows consumers to protect their identity and financial health.

Katherine Crew, vice president for **Equifax** human resources, says the company uses a combination of legacy and leading-edge systems. "We continuously enhance our systems and re-engineer processes around our products," she explains. "Our core credit file was written in Assembler and we work to enhance its data quality. At the same time that we need these relatively old skills, we also need individuals with JAVA and C++ skills." Because **Equifax** has a strong cultural focus on learning, the company assures that those bringing the more dated skills, such as Assembler, also have the opportunity to receive training in new technologies.

Crew says the company hires those with solid programming abilities, as well as those with skills in test and business analysis. "We also look for people with business acumen, who can determine the technologies that will help us achieve business needs," she says. "We look for people based on what they can do today, but also for their potential."

For more job opportunities with firms in Atlanta, turn to the pages of **ITcareers**.

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| RED HAT INC.                            | 43,43          | U.S. FOOD AND DRUG ADMINISTRATION           | 1                |
| RESEARCH IN MOTION LTD.                 | 52             | U.S. IMMIGRATION AND NATURALIZATION SERVICE | 1                |
| RIGGS CAPITAL PARTNERS LLC              | 52             | U.S. POSTAL SERVICE                         | 14               |
| ROYAL APPLIED MANUFACTURING CO.         | 17             | UNISYS CORP.                                | 28               |

Continued from page 1

## Biometrics

pany will use the mass appeal of Windows XP to help broaden the appeal of biometrics.

Microsoft's support for Fast User Switching, which allows users to switch profiles without shutting down their applications or completely logging off a shared PC, has become the centerpiece of a native fingerprint biometric system from Redwood City, Calif.-based DigitalPersona Inc.

DigitalPersona's U.are.U Personal fingerprint scanner system is fully integrated with Windows XP. The personal edition of the system follows the release of the U.are.U Online and Professional editions, which the company has sold to Los Angeles-based California

Commerce Bank, The Coca Cola Co. in Atlanta and several medical services firms.

"Over the course of hundreds of years, signing a piece of paper has become part of our lifestyles," said DigitalPersona CEO Fabio Righi. "We are trying to accomplish the same thing with biometrics. Little by little, people will get used to it," he added.

Some corporate users are already getting used to biometrics. Carlton Musmann, senior vice president at First Community Credit Union in West Covina, Calif., said his bank's 70,000 customers are demanding that it provide a larger number of secure online banking capabilities. And he said the only cost-efficient technology that's capable enough is fingerprint biometrics.

"We compared fingerprint technology to retinal scan, and

“Over the course of hundreds of years, signing a piece of paper has become part of our lifestyles. We are trying to accomplish the same thing with biometrics.”

FABIO RIGHI, CEO,  
DIGITALPERSONA INC.

Continued from page 1

## H-1B Visas

Industry groups argue that the U.S. isn't supplying enough workers with specific technical skills to meet demand. H-1B employees, many of whom were trained at U.S. universities, can work here for six years and possibly longer under some exceptions through the visa program.

The battle over H-1B visas is far from over. The cap will decline to 65,000 at the end of fiscal 2003, which means industry groups will have to renew their lobbying of Congress at about this time next year.

Unless the economy turns around, keeping the cap at the current level could be difficult, said Lynn Shotwell, director of government relations at the American Council on International Personnel Inc. in Washington.

Even so, despite the current state of the economy, "I think the arguments are just as

strong [for H-1B]," said Shotwell.

Many H-1B opponents believe it would be in Congress's interest to lower the cap to stimulate domestic hiring. Doing so "would clearly be beneficial for American workers and new college graduates," said Mark Krikorian, executive director of the Center for Immigration Studies in Washington.

But Harris Miller, president of the Information Technology

Association of America (ITAA) in Arlington, Va., said that if the cap isn't reached, "it shows that market forces are working and employers are not abusing the program. It's a cap, not a required number."

An ITAA study this spring estimated the U.S. IT workforce at 10.4 million people and projected demand for new workers this year at approximately 900,000 — down from a demand for 1.6 million new

workers last year.

Amar Veda, a spokesman for the Budd Lake, N.J.-based Immigrants Support Network, which helps H-1B visa holders, said the INS statistics on H-1B use are misleading and reflect only the number of approved petitions that companies have received — not people who have actually come to the U.S. for work.

"Many of the companies get the petitions approved and keep them in reserve, and they are not used," said Veda. And since the Sept. 11 terrorist attacks, no one is coming to the U.S. "There are no jobs," he said. "In fact, people are going back." Moreover, the INS figures don't show the number of H-1B holders who have lost jobs in the downturn.

"The net result is that more and more H-1B workers are leaving the U.S., and many who have begun the lengthy green-card process will be unable to successfully obtain that benefit," said Vic Goel, an immigration attorney in Greenbelt, Md. ▶

past," said Lloyd Tanaka, senior business manager for eTrust security products at Computer Associates International Inc. in Islandia, N.Y. However, in light of the recent terrorist attacks and the push to improve security, "there's no resistance conceptually to what needs to be done," Tanaka said.

Biometrics "is really all about deploying security and convenience at the same time," said Righi. ▶

## Hospital Taps Biometrics for Single Sign-on

St. Vincent Hospital and Health Services in Indianapolis has rolled out a biometric authentication pilot project that combines the practicality of single sign-on workstations with biometric authentication devices for roaming enterprise users.

As part of a 50-person pilot project in the hospital's oncology unit, St. Vincent plans to eventually roll out a fingerprint identification system Salfink that works in conjunction with Computer Associates' eTrust single sign-on platform. The hospital plans to support more than 5,000 users within two years.

"Biometrics has become synonymous with single sign-on," said Bruce Peck, information security manager at St. Vincent. "We saw this as a way to raise the bar for security across the board."

The hospital is showing itself to be a robust proving ground for the combination of the two capabilities. And officials at both the hospital and the software vendors said they're confident that if it can work there, it can work at any company. "The key thing is to get users on and off the workstations quickly. If it slows them down, it impacts patient care," said Peck.

— Dan Verton

## Up and Down Visa Count

The U.S. government's fluctuating cap on H-1B immigrant visas:

|      |                |
|------|----------------|
| 1997 | <b>65,000</b>  |
| 1998 | <b>65,000</b>  |
| 1999 | <b>115,000</b> |
| 2000 | <b>115,000</b> |
| 2001 | <b>195,000</b> |
| 2002 | <b>195,000</b> |
| 2003 | <b>195,000</b> |
| 2004 | <b>65,000</b>  |

BPA



FRANK HAYES/FRANKLY SPEAKING

# The More Things . . .

**F**IYE YEARS. What a difference a half-decade makes, eh? Five years ago, the biggest battles IT people faced were Microsoft vs. Netscape, dot-coms vs. brick-and-mortars, and everybody vs. Y2k. Terrorism? Recession? War? They weren't on our radar — and didn't even seem possible.

This week marks the end of my fifth year writing this column. (Yeah, it seems more like 50 to me, too.) How much *has* changed in five years? To find out, I looked through some old columns.

Know what's really scary? That so much *hasn't* changed.

This is from **late 1996**: "At Comdex, one Microsoft product manager was floating a trial balloon for a new Java strategy: building Windows-only Java compilers and tools that would make Microsoft Java incompatible with other vendors' versions."

Yes, that sounds a lot like Visual J# .Net to me, too. We just didn't have a name for it then.

And this, from **January 1997**: "IS managers know the problem as the 'skills crisis.' They're spending big bucks for top talent in hot technology areas such as the Internet, data warehousing, enterprise client/server applications and, of course, year 2000 Cobol fixes. But those hot new hires are often out the door as soon as a better offer comes along."

That's changed — for the moment, and only thanks to the economy. When business improves, we'll still have a skills crisis. The only thing different is which technologies are hot.

From **February 1997**: "The Web was never designed for enterprise applications. It was designed to fetch and display text and pictures, and its core standard — hypertext markup language, or HTML — does that very nicely. But what's the standard way of performing a transaction across the Web? What about checking a business rule? Or communicating between independent programs? Answer: Those Web standards don't exist."

They still don't.

**March 1997:** "The Internet is turning your IS organization into a house of glass. Suddenly, customers can see — or think they can see — everything wrong with you. Every glitch, every bad design decision, every operational problem — they're all on display on your Web site. Welcome to the World Wide Web. IS just got a lot more visible."



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## SHARK TANK

### USER WRITING

a technical paper needs to type the degree symbol, so help desk pilot fish tells him how to set up a shortcut key for the symbol. User calls back: "The shortcut key doesn't work. Every time I try it, I get the letter F." What key are you using for the shortcut key? fish asks. "The F key," user says. How will you type an F? fish asks. User shrugs, "I guess I could just set up another shortcut key."

### PENNY-PINCHING CFO

decides on a cheapo provider for the company's new T1 line. But cheapo's SLA is basically "tough luck," pilot fish points out — for a little more, we could get a provider with a 100% uptime guarantee. CFO sniffs, "If they need to offer such a guarantee, they must be having lots of problems staying up to try so hard to win customers."

### FIX IT

, new sales VP tells IT support pilot fish. Seems one of his road warriors can't get into the VPN because he can't connect to the company's Internet service provider via the 800 number. Fish checks and reports back: Our VPN is fine — it's a problem with the 800 number,

and the provider is working on it. "That's not acceptable," huffs VP. "We should control the 800 number."

**TOP BUSINESS** and IT honchos are getting the final presentations from would-be suppliers for a new imaging system. "What about the cost of consumables on this scanner?" business-side manager sitting next to pilot fish asks. "How much toner can we expect to purchase in a year?" After a long pause, sales rep replies, "One toner cartridge will last a lifetime with our scanner."

**IT MANAGER** pilot fish finds lots of information missing from the new documentation for a key project. Where is it? he asks. Developer responds: "I've found that most people in our field are overwhelmed by too much documentation. I found that, by removing the parts that everyone already knows, I could make a more artistic presentation."

Drop me a line: [sharky@computerworld.com](mailto:sharky@computerworld.com). You get a stylish Shark shirt if your true tale of IT life sees print — or it shows up in the daily feed at [computerworld.com/sharky](http://computerworld.com/sharky).

## The 5th Wave



"We sort of have our own way of mentally preparing our people to take the MCSE NT workstation exam." © Rich Tennant, [www.the5thwave.com](http://www.the5thwave.com)

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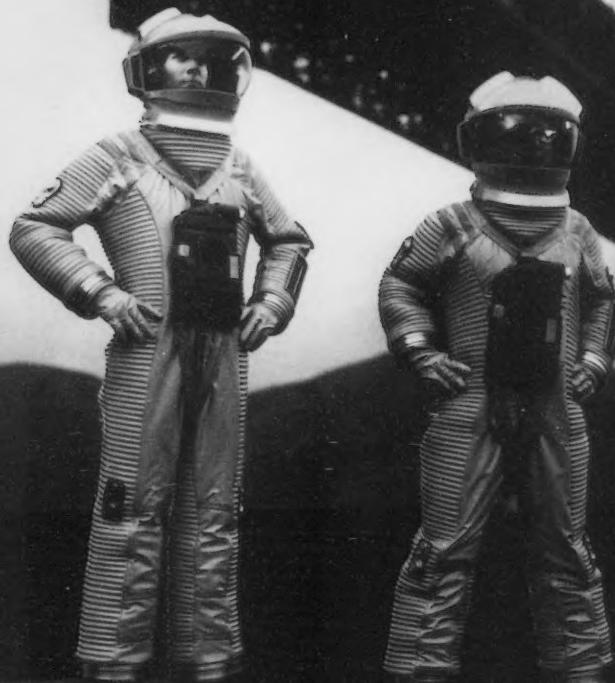


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